

De: Bossé, Natalie (INFC)
Envoyé: 20 décembre 2017 12:06
À: Cyr, Valerie (INFC)
Objet: Fw: Workplan for Decision Making on Acceleration
Pièces jointes: Key Issue Workplan_2017-12-20.docx; Key Issue Workplan For MinO_2017-12-20.docx

Pls print for my 1:00 meeting with the DM. Thanks

From: Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Sent: Wednesday, December 20, 2017 12:02 PM
To: Bossé, Natalie (INFC)
Cc: Cyr3, Julie (INFC); Cyr, Valerie (INFC); Cote, Chantale (INFC); Auger Bouchard, Marie-Claude (INFC)
Subject: RE: Workplan for Decision Making on Acceleration

Hi Natalie,

I've updated the documents as per our discussions this morning. [REDACTED]
the more fulsome document but we should discuss with Chantale.

Thanks,
Shawn

De : Cyr, Valerie (INFC)
Envoyé : 20 décembre 2017 08:50
À : Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>
Cc : Cyr3, Julie (INFC) <julie.cyr3@canada.ca>
Objet : FW: Workplan for Decision Making on Acceleration

fyi

From: Bossé, Natalie (INFC)
Sent: December-20-17 8:32 AM
To: Cyr, Valerie (INFC) <valerie.cyr@canada.ca>
Cc: Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>
Subject: Fw: Workplan for Decision Making on Acceleration

Good morning,

Please print and book 30 minutes with Shawn and Chantale today to discuss. If Chantale is not available, Shawn and I can do. Please also include Michael.

Thanks!

From: Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Sent: Tuesday, December 19, 2017 10:51 PM
To: Bossé, Natalie (INFC)

Cc: Cote, Chantale (INFC); Auger Bouchard, Marie-Claude (INFC); Reynolds3, Michael (INFC); Cyr, Valerie (INFC)
Subject: RE: Workplan for Decision Making on Acceleration

Hi Natalie,

We've updated the workplans to reflect the items below and taking into account our discussion with PAC.

Please let me know if you'd like to discuss.

Shawn

De : Bossé, Natalie (INFC)

Envoyé : 19 décembre 2017 12:05

À : Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>

Cc : Cote, Chantale (INFC) <chantale.cote@canada.ca>; Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>; Cyr, Valerie (INFC) <valerie.cyr@canada.ca>; Auger Bouchard, Marie-Claude (INFC) <marie-claude.augerbouchard@canada.ca>

Objet : Workplan for Decision Making on Acceleration

Hi Shawn,

I am meeting with the DM tomorrow on Champlain. For this meeting, I will want to bring 2 documents:

1) Steps, dates, documents and supporting documents leading to a decision by the governance [REDACTED]

[REDACTED] This document should include all steps, [REDACTED]
[REDACTED]

Then, a simplified version we can share with MinO.

In addition to acceleration, the documents should integrate next steps [REDACTED]
[REDACTED]

Merci

Natalie

KEY ISSUES WORKPLAN (as of December 20, 2017)

PLANNED ACTIONS - ACCELERATION

1	Preparation of deck for MinO Meeting	Policy, Technical Team	Week of Dec 18
2			
3	Report on assessment of accelerated schedule + entitlement schedule	Arup, Revay	Week of Dec 18
4	Report on assessment of indirect acceleration costs	Technical Team, PwC	Week of Dec 18
5	Meeting with SSL to review measures and costs	Technical Team, Revay, PwC, PSPC	December 20
6	Prep for meeting with Minister	Policy, Technical Team	January 4
7	Report on options, considerations and recommendations	Revay, PwC	January 9
8	Meeting with Minister		January 10
9	Development of a conceptual contingency plan for a safe opening of the bridge in December 2018	Technical Team, Arup	Week of Jan 8
10			
11			
12	Updated Deck for ADMs	Policy	Week of Jan 15
13			
14			
15	Monthly meeting with JCCBI	Policy, Technical Team	January 25
16	ADM Committee Follow-up Meeting		Week of Jan 22
17	Preparation of deck for DM Committee	Policy	Week of Jan 22
18	DM Committee Meeting		Week of Feb 5
19			
20			
21			

ATIA - 21(1)(a)

ATIA - 21(1)(b)

ATIA - 21(1)(c)

PLANNED ACTIONS – [REDACTED]

1	Follow-up meetings with unions	Technical Team, SSL	January/February
2	Document authority's methods to ensure quality and safety	Technical Team	January
3	[REDACTED]		

PLANNED ACTIONS – COMMUNICATIONS

1	[REDACTED]		
2			
3			
4			
5			
6			

ACTIONS COMPLETED

	Action	Responsable	Timeline
1	[REDACTED]		
2			
3			
4			
5	Preparation of deck for ADM Committee	Policy	December 12-13
6	[REDACTED]		
7			
8	ADM Committee Meeting		December 15
9	[REDACTED]		

KEY ISSUES WORKPLAN (as of December 20, 2017)

PLANNED ACTIONS - ACCELERATION

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3	Report on options, considerations and recommendations	January 9
4	Meeting with Minister	January 10
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7	Monthly meeting with JCCBI	January 25
8	ADM Committee Follow-up Meeting	Week of Jan 22
9	DM Committee Meeting	Week of Feb 5
10		
11		

PLANNED ACTIONS - [REDACTED]

1	Follow-up meetings with unions	January/February
2	Document authority's methods to ensure quality and safety	January
3		

PLANNED ACTIONS – COMMUNICATIONS

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2		
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KEY ISSUES WORKPLAN (as of December 19, 2017)

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6	Report on options, considerations and recommendations	Revay, PwC	January 9
7	Meeting with Minister		January 10
8	Development of a conceptual contingency plan for a safe opening of the bridge in December 2018	Technical Team, Arup	Week of Jan 8
9	Analysis of an all-in option	Technical Team, Policy, Justice Canada, Revay, PSPC	Week of Jan 8
10			
11			
12	Updated Deck for ADMs	Policy	Week of Jan 8
13			
14	ADM Committee Follow-up Meeting		Week of Jan 15
15	Preparation of deck for DM Committee	Policy	Week of Jan 15
16	Preparation of briefing material for the Minister	Policy	Week of Jan 15
17	DM Committee Meeting		Week of Jan 22
18	Monthly meeting with JCCBI	Policy, Technical Team	Week of Jan 22
19			

PLANNED ACTIONS –

1	Follow-up meetings with unions	Technical Team, SSL	January/February
2			

PLANNED ACTIONS – COMMUNICATIONS

1			
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2	
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ACTIONS COMPLETED

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KEY ISSUES WORKPLAN (as of December 19, 2017)**PLANNED ACTIONS - ACCELERATION**

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3	Report on options, considerations and recommendation	January 9
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11		

PLANNED ACTIONS –

1	Follow-up meetings with unions	January/February
2		

PLANNED ACTIONS – COMMUNICATIONS

1	
2	
3	
4	
5	

Tourigny, Eve (INFC)

De: Reynolds3, Michael (INFC)
Envoyé: 7 décembre 2017 16:02
À: Jobin, Anne-Marie (INFC)
Cc: Bossé, Natalie (INFC); Hibbard, Shawn (INFC); Laperle, Linda (INFC)
Objet: RE: TASKING: DM's Trip to Montreal (Dec 5.)
Pièces jointes: SN - DM INFC JCCBI Chair - December 8 2017 DGO.docx

Anne-Marie,

Here is the updated SN. The new information is highlighted.

Merci!

Michael Reynolds
A/Special Advisor | Conseiller spécial p.i.
Major Bridges | Grands ponts
Infrastructure Canada | www.infc.gc.ca
613-946-7883

From: Jobin, Anne-Marie (INFC)
Sent: December 7, 2017 1:31 PM
To: Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>
Cc: Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>; Laperle, Linda (INFC) <linda.laperle@canada.ca>
Subject: RE: TASKING: DM's Trip to Montreal (Dec 5.)

Hi Michael,

As discussed, can you please provide more intel/information on recent developments. Key speaking points would be appreciated so maybe you can draw from statistics on safety and the note on quality control management?

I leave you decide what other key issues she needs to discuss ☺

Due 4 pm today please

Merci

Anne-Marie

From: Reynolds3, Michael (INFC)
Sent: November 29, 2017 4:50 PM
To: Jobin, Anne-Marie (INFC) <anne-marie.jobin@canada.ca>
Cc: Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>; Laperle, Linda (INFC) <linda.laperle@canada.ca>
Subject: RE: TASKING: DM's Trip to Montreal (Dec 5.)

Anne-Marie,

The approved updated note is attached. The updated information is in highlighted in blue.

Thank you Shawn for the quick turnaround!

Michael Reynolds
A/Special Advisor | Conseiller spécial p.i.
Major Bridges | Grands ponts
Infrastructure Canada | www.infc.gc.ca
613-946-7883

From: Jobin, Anne-Marie (INFC)
Sent: November 29, 2017 4:28 PM
To: Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Cc: Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>
Subject: RE: TASKING: DM's Trip to Montreal (Dec 5.)

Hihihi- we don't get these types of call here ☺

Call me if you have questions on Marc's comment.

Merci!
Anne-Marie

From: Hibbard, Shawn (INFC)
Sent: November 29, 2017 4:27 PM
To: Jobin, Anne-Marie (INFC) <anne-marie.jobin@canada.ca>; Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>
Cc: Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Laperle, Linda (INFC) <linda.laperle@canada.ca>
Subject: RE: TASKING: DM's Trip to Montreal (Dec 5.)

I'm on it. I was on the phone with a bike advocate who want to cross the bridge in winter...

De : Jobin, Anne-Marie (INFC)
Envoyé : 29 novembre 2017 16:23
À : Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>
Cc : Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Laperle, Linda (INFC) <linda.laperle@canada.ca>; Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Objet : FW: TASKING: DM's Trip to Montreal (Dec 5.)

Hi Michael,

I cced Shawn here because Marc tried to call him but I think he is busy on the phone ☺ Marc would like to have some language around the maintenance strategy on old and new bridge (more details question in the note). This is the only part to add. Other changes from Marc have been done and highlighted in yellow. Do you think you can give it back to me tonight???

Merci
Anne-Marie

From: Reynolds3, Michael (INFC)
Sent: November 24, 2017 11:19 AM

To: Jobin, Anne-Marie (INFC) <anne-marie.jobin@canada.ca>
Cc: Laperle, Linda (INFC) <linda.laperle@canada.ca>; Cyr, Valerie (INFC) <valerie.cyr@canada.ca>; Germain, Sylvie (INFC) <sylvie.germain@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>; Bossé, Natalie (INFC) <natalie.bosse@canada.ca>
Subject: RE: TASKING: DM's Trip to Montreal (Dec 5.)

Hi ADMO,

Please find attached the DG approved SN for the meeting between the DM and Mr. Kefalas.

Also, can you please follow-up with policy so that we can see the SN's for the meeting with the City of Montreal and SNC as they may have an impact on the Bridges group.

Merci!

Michael Reynolds
A/Special Advisor | Conseiller spécial p.i.
Major Bridges | Grands ponts
Infrastructure Canada | www.infc.gc.ca
613-946-7883

From: Jobin, Anne-Marie (INFC)
Sent: November 16, 2017 10:47 AM
To: Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>
Cc: Laperle, Linda (INFC) <linda.laperle@canada.ca>; Cyr, Valerie (INFC) <valerie.cyr@canada.ca>; Germain, Sylvie (INFC) <sylvie.germain@canada.ca>
Subject: TASKING: DM's Trip to Montreal (Dec 5.)

Bridges,

Please see below tasking for the DM trip to MTL. You are responsible to develop a SN for the meeting with Paul Kefalas. You don't need to create a webcims as it will be included in Policy's binder. However, ensure that the note is sent to us electronically to Marc can review before we send to policy. Deadline to send to DMO is Wednesday November 22, 2017.

Merci
Anne-Marie

From: Fraser, Sarah Jane (INFC)
Sent: November 16, 2017 10:44 AM
To: Maddox, Surita (INFC) <surita.maddox@canada.ca>; Westfield, Chris (INFC) <chris.westfield@canada.ca>; Jobin, Anne-Marie (INFC) <anne-marie.jobin@canada.ca>; Williams, Tushara (INFC) <tushara.williams@canada.ca>
Cc: Roche, Jessica (INFC) <jessica.roche@canada.ca>; Bowlby, Mark (INFC) <mark.bowlby@canada.ca>; Wronski, Michael (INFC) <michael.wronski@canada.ca>; FitzGerald, Gabrielle (INFC) <gabrielle.fitzgerald@canada.ca>
Subject: FW: TASKING: DM's Trip to Montreal (Dec 5.)

Good morning ☺

The DM will be in Montreal on December 8 and has requested meetings with various stakeholders as per the attached.

Policy-FPT will coordinate the binder and itinerary and book the meetings. Jessica Roche is the lead from our group and will follow up with you.

With your ok, I thought we could divide up the notes like this:

Timing of confirmed meetings	Meeting with	SN lead
8:30-9:30am (Confirmed)	Paul Kefalas, Chairman of the Board, Jacques Cartier and Champlain Bridges Incorporated (JCCBI)	POB
TBD	Gaz Métro	Sectoral policy – Green infra
TBD	City of Montréal	FPT team
TBD	Centre for Expertise and Research on Urban Infrastructure (CERIU)	Sectoral policy – Data and Research
TBD	Chamber of Commerce of Metropolitan Montreal	FPT team

Updated standard lines on CIB, SCC, ICIP, CCPI, will be included for each meeting.

We have until Monday, November 27 at 2pm to provide physical binders to our ADMO. If you could provide us with your notes by Friday, November 24 at noon that would be great.

Let me know if this approach works for you,

Sarah

From: Paterson, Tracey (INFC)

Sent: November 14, 2017 1:12 PM

To: Desruisseaux, Alain (INFC) <alain.desruisseaux@canada.ca>; Frison, Monique (INFC) <monique.frison@canada.ca>; Pettipas, José (INFC) <jose.pettipas@canada.ca>

Cc: INFC.O PC.ADMO.Users/Utilisateurs.PC.BSMA O.INFC <INFC.PC.ADMO.Users-Utilisateurs.PC.BSMA.INFC@canada.ca>; Fraser, Sarah Jane (INFC) <sarahjane.fraser@canada.ca>; Bowlby, Mark (INFC) <mark.bowlby@canada.ca>; Jobin, Anne-Marie (INFC) <anne-marie.jobin@canada.ca>

Subject: FW: TASKING: DM's Trip to Montreal (Dec 5.)

Hi team- see the list of folks the DM would like to meet in Montreal **on Dec 8 (not 5th)**. They would like policy to coordinate the meetings.

We are being asked to prepare a trip binder, including the itinerary, SNs & Bios for all meetings. Deprt should be consulted pls.

Please send us the e-link to the binder & two physical draft binders by Monday, Nov 27, 2pm.

Thanks,

Tracey

From: Auger, Catherine (INFC)
Sent: November 14, 2017 12:47 PM
To: Paterson, Tracey (INFC) <tracey.paterson@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infcdmoffice-bureaudusm.infcdm@canada.ca>; INFC.O PC.ADMO.Users/Utilisateurs.PC.BSMA O.INFC <INFC.PC.ADMO.Users-Utilisateurs.PC.BSMA.INFC@canada.ca>; Geerts, Line (INFC) <line.geerts@canada.ca>
Subject: RE: TASKING: DM's Trip to Montreal (Dec 5.)

Hi Tracey,

Attached is the commented version of the recommended meetings list you submitted on Friday. Could you please go ahead and book the meetings indicated? Please draft a scenario note as well as 1 pagers for each meeting.

Please note that the date was wrong in the original tasking and **the DM will be in MTL on December 8th**.

BF to DMO: noon on December 1st.

Thanks,
Cathi

From: Jobin, Anne-Marie (INFC)
Sent: November 14, 2017 10:19
To: Geerts, Line (INFC) <line.geerts@canada.ca>; Marcotte, Jolyanne (INFC) <jolyanne.marcotte@canada.ca>; Paterson, Tracey (INFC) <tracey.paterson@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infcdmoffice-bureaudusm.infcdm@canada.ca>; INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>; INFC.O PC.ADMO.Users/Utilisateurs.PC.BSMA O.INFC <INFC.PC.ADMO.Users-Utilisateurs.PC.BSMA.INFC@canada.ca>
Subject: RE: TASKING: DM's Trip to Montreal (Dec 5.)

Adding policy as this tasking was redirected to them.

Thanks
Anne-Marie

From: Geerts, Line (INFC)
Sent: November 14, 2017 10:18 AM
To: Marcotte, Jolyanne (INFC) <jolyanne.marcotte@canada.ca>; INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infcdmoffice-bureaudusm.infcdm@canada.ca>
Subject: RE: TASKING: DM's Trip to Montreal (Dec 5.)

Hi, just want to ensure that the date of outreach is Friday, December 8th **NOT** December 5th.

Line Geerts

Executive Assistant to the Deputy Minister
Infrastructure Canada / Government of Canada
line.geerts@canada.ca / Tel: 613-941-0715

Adjointe exécutive à la sous-ministre
Infrastructure Canada / Gouvernement du Canada
line.geerts@canada.ca / Tél. : 613-941-0715

From: Marcotte, Jolyanne (INFC)
Sent: October 27, 2017 4:28 PM
To: INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infcdmoffice-bureaudusm.infcdm@canada.ca>; Geerts, Line (INFC) <line.geerts@canada.ca>
Subject: TASKING: DM's Trip to Montreal (Dec 5.)

Good afternoon, POB,

The DM will be going to Montreal on December 5th for a day of outreach. One meeting has been confirmed so far – Mr. Kefalas, JCCBI at 8:30 a.m.

Taskings:

Thursday, November 9th: List of recommended meetings she should participate while in Montreal **with** rationale. Please include GazMétro who has requested a meeting with the DM (attached).

Thursday, November 16th: Draft Itinerary.

Thursday, November 23rd: Full DRAFT binder with scenario notes for all events.

A prep meeting between the DM and the department will be scheduled for the week of November 27th for the DM to provide her comments on the trip binder.

Tuesday, December 5th: Full FINAL binder with scenario notes for all meetings including link to e-copies.

Note:

- Once the DM has decided on which meetings she'll take, POB will be responsible for scheduling those meetings (except for Mr. Kefalas, which DMO has done).
- DMO will confirm the exact time & address for the itinerary for the meeting with Mr. Kefalas.
- POB to liaise with Line for hotel & train details to include in itinerary.

Thank you!

Jolyanne Marcotte

Coordination and Special Projects Officer | Agente de coordination et projets spéciaux
Deputy Minister's Office | Bureau du sous-ministre
Infrastructure and Communities | Infrastructure et Collectivités

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Government of Canada | Gouvernement du Canada



**Infrastructure
Canada**

Canada

SCENARIO NOTE

**Meeting between
Deputy Minister INFC and The Jacques Cartier and Champlain Bridges Incorporated (JCCBI)**

Date/Time:	Friday December 8, 2017
Location:	?
Subject:	Meeting in Montreal with Paul Kefalas, Chair (JCCBI)
Participants:	Kelly Gillis, Deputy Minister, Infrastructure Canada Paul Kefalas, Chair, The Jacques Cartier and Champlain Bridges Inc.

Departmental Objectives

The objective of this meeting is to discuss issues of importance to INFC and JCCBI with Mr. Kefalas.

Stakeholder Objectives

To discuss issues related to the existing Champlain Bridge including deconstruction, contingency planning for the Champlain Bridge and other issues.

Context/Overview***JCCBI's recent work and upcoming funding request***

JCCBI became a parent Crown Corporation in February 2014 (it was previously a subsidiary of the Federal Bridge Corporation Ltd). Through Budget 2014, JCCBI was allocated \$960.7M through to 2018-2019, with an additional \$389M for urgent repairs to the Champlain Bridge through to 2017-2018. Since then, JCCBI has undertaken an ambitious repair and maintenance program on all the structures in its portfolio. Completed projects include reinforcement and continuous monitoring of all 100 edge girders on the Champlain Bridge; the redecking of the Honoré Mercier Bridge; the reinforcement of the deck and construction of a new and safe bike path on the Estacade; the construction of the Île-des-Soeurs Bypass bridge; the construction of a hydraulic wall to remediate groundwater in the Technoparc (one of Canada's most contaminated sites); the illumination of the Jacques Cartier Bridge to celebrate Canada's 150th and Montreal's 375th anniversaries; the creation of an internal Centre for Infrastructure Innovation that is leading research projects on JCCBI's structures; and the reconstruction of overpasses and sections on the Bonaventure Expressway and Autoroute 15.

Contingency planning for the existing Champlain Bridge

In September 2017, INFC received the results of the study JCCBI commissioned from the consulting firm COWI, which outlined the repair work that would be required to the Champlain Bridge to ensure its safety beyond December 2018, the estimated total cost of these repairs and the risk level (low to very high) of components on the bridge from September 2017 through December 2020. COWI specifically recommended repairs to interior girders, diaphragms, pier caps and pier columns.

JCCBI has already begun some of this work. The work on the pier caps is divided into 4 lots based on the urgency of the intervention required. Work on lots 1 & 2 is underway and JCCBI has commissioned the pieces required to repair the pier caps in lot 3. JCCBI will wait to be briefed in January by INFC on the outcome of acceleration measures on the New Champlain Bridge before making the decision to install the pieces in lot 3 and whether to proceed with repairs to lot 4.

JCCBI has repaired all edge girders of immediate concern using carbon fibre reinforcement and is proceeding with engineering work to manufacture repair parts for interior girders and diaphragms should there be urgent need for reinforcement. The Crown Corporation is also installing electronic monitoring on all pier caps.

At a meeting between INFC and JCCBI officials on November 24th it was agreed that a meeting will be held in early January to review progress with respect to achieving the December delivery date of the new Champlain Bridge in order to inform JCCBI's work. Updates with respect to the delivery schedule will be provided at subsequent monthly meetings. Assuming that no unexpected deficiencies are identified, a decision on additional work needed in the event that the new bridge is delayed will likely need to be made prior to in summer 2018.

Deconstruction of the Champlain Bridge

Given that the existing bridge is JCCBI's asset, they have undertaken studies to explore options for the deconstruction of the Champlain Bridge after the New Champlain Bridge is built.

In February 2017, JCCBI shared the results of the pre-feasibility study with INFC. The study included information on scope, timelines, and projected costs of deconstructing the existing Champlain Bridge. The pre-feasibility study was made public in April 2017. The initial cost estimate for this project is \$432M.

Appointments to JCCBI's Board of Directors

The process to select three (3) new members for JCCBI's Board of Directors was completed in June 2017. Catherine Lavoie, Sylvain Villiard and Dale Williams have been appointed as the new board members to replace Serge Martel and Guy Martin and fill the one (1) vacant position on the board. As per the new guidelines for Governor in Council appointments, the process to select these board members was open, transparent and merit based. Mme. Lavoie and M. Villiard began their duties in June 2017. Ms. Williams will begin her duties on December 18, 2017.

2018-2019 to 2022-2023 Corporate Plan

Points to Register

- I wish to thank you for meeting with me today continuing INFC's productive relationship with JCCBI in order to fulfill our commitments to Canadians.
- I would like to recognize the work that your organization has done to keep the Champlain Bridge in a safe operating condition. I encourage you to continue to work with my officials to ensure the Champlain Bridge's continued operation until the opening of the New Champlain Bridge.
- In this regard I note that my officials have been working closely with JCCBI on a variety of fronts in recent months:
 - Monthly meetings between officials have been held over the past several months
 - The next one is planned for December 18th or 19th.

- **We are committed to our relationship with JCCBI and to keeping you up-to-date as information becomes available with respect to the timeline for the delivery of the new bridge.**



- **Are there any other issues you would like to raise with me?**

Tourigny, Eve (INFC)

De: Cote, Chantale (INFC)
Envoyé: 14 décembre 2017 08:17
À: Bossé, Natalie (INFC); Fortin3, Marc (INFC)
Cc: Reynolds3, Michael (INFC); Cyr, Valerie (INFC); Cyr3, Julie (INFC); Hibbard, Shawn (INFC)
Objet: [REDACTED]

FYI

De: Mailhot, Guy (INFC) <guy.mailhot@canada.ca>
Envoyé: mercredi 13 décembre 2017 22:11
À: Cote, Chantale (INFC)
Cc: Martel, Josianne (INFC); Secrétariat Champlain / Secretariat Champlain (INFC); Korotkine, Ilia (INFC)
Objet: [REDACTED]

Hello Chantale,

[REDACTED]

Regards,

Guy Mailhot, Eng. , M. Eng.

Chief Engineer
New Bridge for the St. Lawrence Project
Infrastructure Canada
800, blvd. Rene-Levesque West
Room 1100, 11th Floor
Montreal, Quebec H3B 1X9
Tel. 514-283-4513

De : [REDACTED]
Envoyé : 13 décembre 2017 13:17
À : [REDACTED]



Mailhot, Guy (INFC) <guy.mailhot@canada.ca>; Cote,

Chantale (INFC) <chantale.cote@canada.ca>,



Korotkine, Ilia (INFC) <ilia.korotkine@canada.ca>;

**Page 21
is withheld
pursuant to paragraph
s.19(1), s.20(1)(b), s.21(1)(b)
of the *Access to Information Act***

**La page 21
fait l'objet d'une exception totale
conformément aux dispositions de paragraphe
s.19(1), s.20(1)b), s.21(1)b)
de la *loi sur l'accès à l'information***

Tourigny, Eve (INFC)

De: Hibbard, Shawn (INFC)
Envoyé: 6 décembre 2017 09:31
À: Bossé, Natalie (INFC)
Cc: Reynolds3, Michael (INFC)
Objet: TR: Urgent: QP TASKING: for December 6, 2017
Pièces jointes: QP Card - Champlain Bridge Dec 6.docx

Importance: Haute

Updated QP

De : Reynolds3, Michael (INFC)
Envoyé : 6 décembre 2017 09:10
À : Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Cc : Cyr, Valerie (INFC) <valerie.cyr@canada.ca>
Objet : RE: Urgent: QP TASKING: for December 6, 2017
Importance : Haute

Shawn,

Can you please show Nat the updated QP as soon as it is ready. We will need her to review it quickly because we also have to show it to Comms before going to ADMO and they want it by as close to 9:30am as possible.

Thanks!

Michael Reynolds
A/Special Advisor | Conseiller spécial p.i.
Major Bridges | Grands ponts
Infrastructure Canada | www.infc.gc.ca
613-946-7883

From: Reynolds3, Michael (INFC)
Sent: December 6, 2017 8:36 AM
To: Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Cc: Cyr, Valerie (INFC) <valerie.cyr@canada.ca>
Subject: FW: Urgent: QP TASKING: for December 6, 2017
Importance: High

Hi Shawn,

This is an urgent QP card update.

Please send it to DGO asap.

Thanks!

Michael Reynolds
A/Special Advisor | Conseiller spécial p.i.

Major Bridges | Grands ponts
Infrastructure Canada | www.infc.gc.ca
613-946-7883

From: Jobin, Anne-Marie (INFC)
Sent: December 6, 2017 8:18 AM
To: Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>
Cc: Laperle, Linda (INFC) <linda.laperle@canada.ca>; Germain, Sylvie (INFC) <sylvie.germain@canada.ca>; Cyr, Valerie (INFC) <valerie.cyr@canada.ca>
Subject: Fw: Urgent: QP TASKING: for December 6, 2017
Importance: High

Michael, natalie
See urgent request to update this QP.
Due at 9:30 in admo.

Merci

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Fenrich, Julia (INFC) <julia.fenrich@canada.ca>
Sent: Wednesday, December 6, 2017 8:08 AM
To: INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC
Cc: Bédard, Rachelle (INFC); Mahdi, Nastassia (INFC); Powroz, Jen (INFC); Wronski, Michael (INFC); Vachon, Kathryn (INFC)
Subject: Urgent: QP TASKING: for December 6, 2017

Good morning Anne-Marie,

We have received an urgent PCO request to update the attached QP card. Please ensure that it addresses the article below (the union issue, not just construction) and that comms (cc'd) approve key messaging. The card is due by 9:45 a.m.

- **Infrastructure (OPS-ERDP) Pont Champlain** (<http://www.journaldemontreal.com/2017/12/05/une-rencontre-durgence-sur-le-pont-champlain>)

Thanks,

Julia

Th

CHAMPLAIN BRIDGE

- Our government is delivering on our commitment to build a new, toll-free Champlain Bridge.
- As always, as we move forward with the project, safety is our top priority, including the safety of workers and the public.
- Signature on the Saint Lawrence, the private partner delivering the project, is responsible for putting in place a robust program to ensure safety and security.
- We are committed to delivering a quality bridge that will last 125 years without comprising the safety and security of workers.

PONT CHAMPLAIN

- Le gouvernement respecte son engagement, soit de construire un nouveau pont Champlain sans péages.
- Alors que nous mettons en place des mesures pour respecter l'échéancier ambitieux de construction, la qualité de l'infrastructure demeure notre priorité absolue.
- Sur un chantier de l'ampleur du nouveau pont Champlain, des défis techniques pourraient inévitablement s'imposer.
- Chaque matériau défectueux est corrigé avant que les pièces soient assemblées.
- Nous sommes déterminés à livrer un pont de qualité avec une durée de vie de 125 ans.

BACKGROUND:

- On December 6, 2017, the Journal de Montréal published an article stating that the Minister of Infrastructure will meet with the unions and the Private Partner of the New Champlain Bridge Project to discuss the schedule of the project and the concerns of the unions with regards to the acceleration measures and how they may impact safety of the workers.
- On December 4, 2017, the Journal de Montréal published an article stating that there have been over 2000 problems with components being manufactured for the New Champlain Bridge. According to the newspaper, some of these issues are significant. Most of the issues were on components manufactured by Tecade, a firm located in Spain.
- Signature on the St. Lawrence (SSL) has a stringent quality control system in place to ensure quality and durability of the New Champlain Bridge.
- The contract between SSL and Infrastructure Canada governs the identification and tracking of these, until their resolution. When an irregularity is raised, the only focus is on correcting the situation so that the permanent works conform to the technical specifications and contract.
- It is important to understand that in addition to the comprehensive quality management system that SSL has in place, this mechanism is also reviewed by both the Owner's Engineer and the Independent Engineer.
- Together, this rigorous oversight, which includes review by the Owner's Engineer, the Crown's laboratory, and the Independent Engineer, ensures that all prefabricated components and construction work meet the quality requirements as set out in the project agreement between the Government of Canada and SSL.

Shelly Haidon

ERDP

613-952-4922

1/5/2018 7:45 AM

Tourigny, Eve (INFC)

De: Conde, Aly Damalaye (INFC)
Envoyé: 9 décembre 2017 16:02
À: Cote, Chantale (INFC); Hibbard, Shawn (INFC)
Cc: Auger Bouchard, Marie-Claude (INFC); Cyr3, Julie (INFC)
Objet: RE: FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure
Pièces jointes: Qs As template_Decembre.doc
Indicateur de suivi: Follow up
État de l'indicateur: Terminé

Bonjour,
Voici une nouvelle version.
Merci,
Damalaye

De : Cote, Chantale (INFC)
Envoyé : 8 décembre 2017 18:35
À : Hibbard, Shawn (INFC)
Cc : Auger Bouchard, Marie-Claude (INFC) ; Conde, Aly Damalaye (INFC) ; Cyr3, Julie (INFC)
Objet : RE: FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure

Shawn,

Je pense que la Q1 a besoin d'être renforcée pour parler des nombreux mécanismes d'oversight. Et pour la SST et la Qualité, ce n'est pas will monitor but is monitoring.

Chantale

De : Hibbard, Shawn (INFC)
Envoyé : 8 décembre 2017 16:45
À : Cote, Chantale (INFC) <chantale.cote@canada.ca>
Cc : Auger Bouchard, Marie-Claude (INFC) <marie-claude.augerbouchard@canada.ca>; Conde, Aly Damalaye (INFC) <alydamalaye.conde@canada.ca>; Cyr3, Julie (INFC) <julie.cyr3@canada.ca>
Objet : TR: FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure

Salut Chantale,

Est-ce que tu es à l'aise avec ces questions-réponses?

Merci
Shawn

De : Conde, Aly Damalaye (INFC)
Envoyé : 8 décembre 2017 15:16
À : Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>

Cc : Tourigny, Eve (INFC) <eve.tourigny@canada.ca>; Auger Bouchard, Marie-Claude (INFC) <marie-claude.augerbouchard@canada.ca>

Objet : RE: FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure

Salut Shawn,
Tel que demandé.
Merci,
Damalaye

De : Hibbard, Shawn (INFC)

Envoyé : 8 décembre 2017 09:29

À : Conde, Aly Damalaye (INFC) <alydamalaye.conde@canada.ca>

Cc : Cote, Chantale (INFC) <chantale.cote@canada.ca>; Tourigny, Eve (INFC) <eve.tourigny@canada.ca>; Auger Bouchard, Marie-Claude (INFC) <marie-claude.augerbouchard@canada.ca>

Objet : TR: FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure

Salut Damalaye,

Pour ton action stp.

Eve peut t'aider.

Merci
Shawn

De : Reynolds3, Michael (INFC)

Envoyé : 8 décembre 2017 08:48

À : Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>

Cc : Cyr, Valerie (INFC) <valerie.cyr@canada.ca>

Objet : FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure

Hi Shawn,

We have been asked to prepare some Q's and A's for the "Late Show" question below regarding safety, delivery date of the project etc.

The Qs and As are needed by Monday in ADMO so if we could have a draft early Monday morning that would be great.

Thanks!

Michael Reynolds
A/Special Advisor | Conseiller spécial p.i.
Major Bridges | Grands ponts
Infrastructure Canada | www.infc.gc.ca
613-946-7883

From: Jobin, Anne-Marie (INFC)

Sent: December 7, 2017 3:50 PM

To: Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>; Bossé, Natalie (INFC) <natalie.bosse@canada.ca>

Cc: Cyr, Valerie (INFC) <valerie.cyr@canada.ca>; Germain, Sylvie (INFC) <sylvie.germain@canada.ca>; Laperle, Linda

(INFC) <linda.laperle@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Wronski, Michael (INFC) <michael.wronski@canada.ca>

Subject: FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure

Michael, Natalie,

Please see below urgent question for a late show.

Comms will prepare the speeches but please prepare the Qs and As and have them review by Comms before sending to ADMO for ADM's approval.

Please send your DG approved Qs and As in French and English by 10 am on Monday December 11th.

Merci
Anne-Marie

From: Mahdi, Nastassia (INFC)

Sent: December 7, 2017 3:45 PM

To: INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>

Cc: Jobin, Anne-Marie (INFC) <anne-marie.jobin@canada.ca>; Laperle, Linda (INFC) <linda.laperle@canada.ca>; Germain, Sylvie (INFC) <sylvie.germain@canada.ca>; Dwivedi, Garima (INFC) <garima.dwivedi@canada.ca>; Bédard, Rachelle (INFC) <rachelle.bedard@canada.ca>; Fenrich, Julia (INFC) <julia.fenrich@canada.ca>; Wronski, Michael (INFC) <michael.wronski@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>

Subject: FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure

Allo Anne-Marie,

During Question Period on December 6, 2017, Joël Godin (Portneuf—Jacques-Cartier, CPC) asked a question regarding Infrastructure – the Champlain Bridge.

As a follow-up to the question, he gave notice of his intent to raise the issue during a future adjournment proceeding (commonly known as a Late Show). Please see below.

The following material is required from POB (template attached):

- Qs and As in English and French - **ADM-approved**

NOTICE/AVIS

Godin, Joël (CPC)
Portneuf—Jacques-Cartier \ Portneuf—Jacques-Cartier

Hansard, 06/12/2017, p. 16099
Infrastructure
Les infrastructures

Mr. Joël Godin (Portneuf—Jacques-Cartier, CPC): Mr. Speaker, the new Champlain Bridge is at risk, and many of the parts being used are defective. Can the Minister of Infrastructure ensure that starting now, this construction site will be subject to extremely rigorous oversight by his department?
The department must protect worker safety at all times, control the quality of the parts being used, and make sure that the new bridge will last into the next century.

Will the minister pledge to deliver the Champlain Bridge on budget and on time, without compromising safety?

[English]

Hon. Amarjeet Sohi (Minister of Infrastructure and Communities, Lib.): Mr. Speaker, our government is delivering on our commitment to build a new toll-free Champlain Bridge. As we move forward the acceleration measures to meet the ambitious construction timeline, the quality of construction is our top priority. On a project of this size, some technical challenges can inevitably arise. All defective material is corrected before the pieces are assembled. We are committed to delivering a quality bridge that will last 125 years.

M. Joël Godin (Portneuf—Jacques-Cartier, PCC): Monsieur le Président, le nouveau pont Champlain est à risque et de nombreuses pièces utilisées sont non conformes. Le ministre des Infrastructures peut-il s'assurer qu'à compter de maintenant ce chantier sera suivi avec une rigueur exemplaire par son ministère?

Il doit en tout temps protéger la sécurité des travailleurs, contrôler la qualité des produits utilisés et s'assurer que le nouveau pont durera jusqu'au prochain siècle.

Le ministre s'engage-t-il à livrer le pont Champlain sans dépassement de coûts, en respectant l'échéance et sans diminuer la sécurité?

[Traduction]

L'hon. Amarjeet Sohi (ministre de l'Infrastructure et des Collectivités, Lib.): Monsieur le Président, le gouvernement tient sa promesse de construire un nouveau pont Champlain et d'en faire un pont sans péage. Bien que nous prenions des mesures pour accélérer les travaux afin de respecter l'ambitieux calendrier de construction, la qualité de ces travaux demeure notre priorité absolue. Dans un projet de cette ampleur, les difficultés techniques surviennent inmanquablement. Toute défectuosité des matériaux est corrigée avant l'assemblage des pièces. Nous sommes résolus à construire un pont de qualité qui durera 125 ans.

This material is due to Parliamentary Affairs by noon on Monday December 11, 2017. However, should we receive notice that this will be debated before Monday, please be prepared to provide the material earlier.

Please do not hesitate to contact me should you have any questions.

Thank you,

Nastassia Mahdi

Parliamentary Affairs Officer/Agente des affaires parlementaires
Infrastructure Canada

nastassia.mahdi@canada.ca

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Infrastructure
Canada

Canada

QUESTIONS AND ANSWERS

Late Show – MP

Q1: Can the Minister of Infrastructure ensure that the New Champlain bridge construction site will be subject to extremely rigorous oversight by his department?

A1: Our government is delivering on our commitment to build a new, toll-free Champlain Bridge

As we move forward with the project, safety is our top priority, including the safety of workers and the public. Signature on the Saint Lawrence, the Private Partner delivering the project, is responsible for putting in place a robust program of quality and ensure safety and security. The Quality Management System and worker health and safety program are closely monitored to ensure that acceleration does not have a negative impact.

It is helpful to note that Signature on the Saint Lawrence, the Private Partner delivering the project, is required to certify the project management activities as ISO 9001 compliant, which ensures that appropriate systems and procedures are in place to ensure that quality is achieved. Signature on the Saint Lawrence also actively monitors construction, through two activities:

- 1) Quality Control, where the construction teams with support of inspectors and testing laboratories carry out activities to ensure compliance; and
- 2) Quality Assurance, where separate staff review the work of the construction teams.

In addition, Signature on the Saint Lawrence undertakes extensive inspection and testing of construction to ensure the finished products achieve the required quality.

Furthermore, the Independent Engineer undertakes (1) audits of Signature on the Saint Lawrence management of the quality function and (2) inspections of construction activities and finished products.

Finally, the Government of Canada monitors the activities of Signature on the Saint Lawrence and the Independent Engineer, to ensure they are performing in accordance with the Project Agreement. This role involves reviewing the Quality Documentation, including Quarterly Reports and similar system documents, but also involves monitoring of Signature on the Saint Lawrence and the Independent Engineer construction inspection. In particular, the Government of Canada closely monitors all non-compliance reports opened by Signature on the Saint Lawrence and the Independent Engineer, and follows up if it is not satisfied with how they are addressed. In addition, the Government of Canada monitors construction activities, using an Owner's Laboratory, the Owner's Engineer and internal staff.

Mr. Speaker, we are committed to delivering a quality bridge, which will last 125 years, in the safest way possible.

Q2: What measures do you have in place to guarantee the project quality?

A2: Extensive inspection and testing of construction are in place to ensure that the finished products achieve the required quality. The Government of Canada and the New Champlain Bridge Independent Engineer monitor the activities of Signature on the Saint Lawrence to ensure that they are performing in accordance with the Project Agreement.

Furthermore, all non-compliance reports opened by Signature on the Saint Lawrence and the Independent Engineer are closely monitored and followed up if we are not satisfied with how they are addressed.

Mr. Speaker, we are committed to delivering a quality bridge that will last 125 years.

Q3. Does the minister care about the workers' health and safety?

A3: No compromise will be accepted for the workers' health and safety because it is a priority for the Government of Canada.

I recently met (or will meet, (the meeting is Tuesday)) with the Unions to hear and understand the workers concerns. Our objective is to continue the collaborative dialogue with Signature on the Saint Lawrence, responsible for project health and safety, and the workers in a spirit to continuously improve the health and safety of the workers.

It is helpful to note that Signature on the Saint Lawrence, the Private Partner delivering the project and responsible for the project health and safety, is working with the unions and all the different teams on the project site to improve its Health and Safety systems.

Mr. Speaker, our government's objective is to build a quality bridge, which will last 125 years, in the safest way possible so the bridge can be delivered by December 2018.

Q4. Can the minister guarantee that the New Champlain Bridge will be delivered on time?

A4. Mr. Speaker, our government is delivering on our commitment to build a new toll-free Champlain Bridge.

As we move forward, the acceleration measures to meet the ambitious construction timeline, the quality of construction and the workers health and safety are our top priorities. On a project of this size, some challenges can inevitably arise. All defective material is corrected before the pieces are assembled.

M. Speaker, we are committed to delivering a quality bridge, which will last 125 years, in the safest way possible so it can be delivered by December 2018.

Tourigny, Eve (INFC)

De: Bossé, Natalie (INFC)
Envoyé: 10 décembre 2017 16:50
À: Cote, Chantale (INFC); Martel, Josianne (INFC); Hibbard, Shawn (INFC); Marchildon, Caroline (INFC)
Cc: Reynolds3, Michael (INFC); Conde, Aly Damalaye (INFC); Mailhot, Guy (INFC)
Objet: RE: POUR VOTRE APPROBATION: Indice SSL vs celui de la CNESST

Ok. Merci. Oui, nous allons avoir besoin de précisions avant la rencontre de mardi.

From: Cote, Chantale (INFC)
Sent: December 8, 2017 5:51 PM
To: Bossé, Natalie (INFC) ; Martel, Josianne (INFC) ; Hibbard, Shawn (INFC) ; Marchildon, Caroline (INFC)
Cc: Reynolds3, Michael (INFC) ; Conde, Aly Damalaye (INFC) ; Mailhot, Guy (INFC)
Subject: RE: POUR VOTRE APPROBATION: Indice SSL vs celui de la CNESST

Natalie,

Je viens de prendre connaissance de ton msg et j'ai envoyé ta question à l'équipe mais la réponse à ta première question est non. Pour ta 2^e question, la comparaison à l'indice de la CNESST semble factuel mais il nous faudrait plus de détails de SSL à ce sujet et je ne suis pas certaine que qq de l'équipe a eu le temps de faire un suivi directement avec SSL à ce sujet aujourd'hui.

On reviendra avec des précisions au besoin en début de semaine.

Chantale

De : Bossé, Natalie (INFC)
Envoyé : 8 décembre 2017 15:55
À : Martel, Josianne (INFC) <josianne.martel@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>; Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>
Cc : Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>
Objet : RE: POUR VOTRE APPROBATION: Indice SSL vs celui de la CNESST

Bonjour,

Avons-nous fait notre propre analyse à ce sujet? Est-ce que les conclusions s'SSL - ``que ce qui se fait sur d'autres projets d'envergure semblable`` sont factuels?

Merci

From: Martel, Josianne (INFC)
Sent: December 8, 2017 3:39 PM
To: Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>; Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>
Cc: Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>
Subject: POUR VOTRE APPROBATION: Indice SSL vs celui de la CNESST

Importance: High

Bon après-midi

Voici la réponse basée sur ce qui a déjà été envoyé à MINO. Est-ce que ça vous convient ?

Merci

Josianne

Q9. Est-ce que la performance d'SSL en ce qui a trait aux normes de santé et sécurité au travail se compare aux normes de la CSST ?

Selon les données de SSL, la performance du consortium en matière de santé et sécurité sur le chantier est mieux que ce qui se fait sur d'autres projets d'infrastructure d'une envergure semblable au Québec en comparaison à l'indice à l'échelle provinciale rapportée par la CNESST (indice de 2.12 depuis le début du projet, en comparaison à l'indice à l'échelle provinciale rapporté par la CNESST pour 2015 qui est à 8.78).

Josianne Martel

Conseillère en communication / Communication advisor

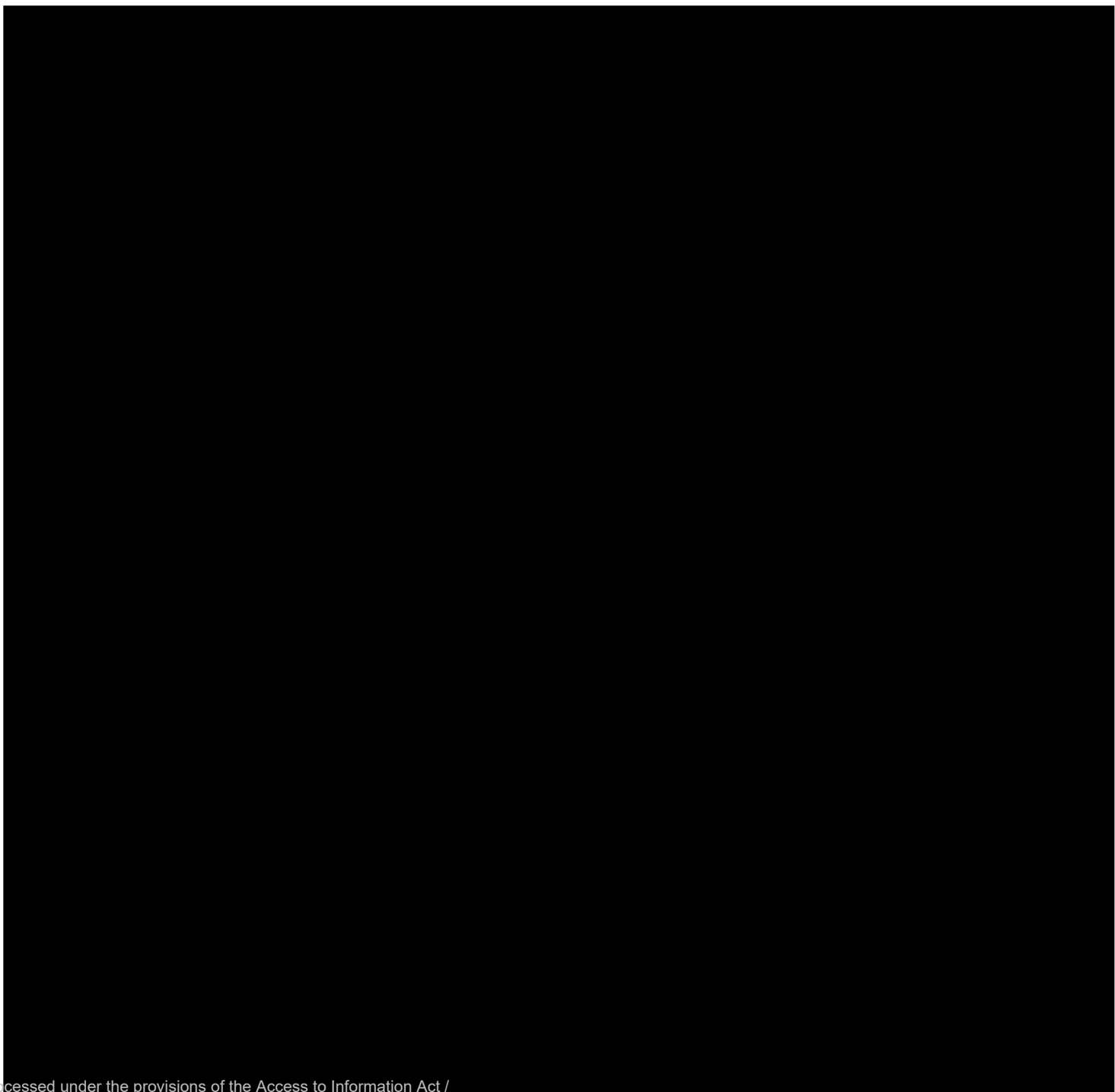
Nouveau pont Champlain / New Champlain Bridge
Infrastructure Canada
800 boulevard René-Levesque Ouest, 11^e étage
Tel : 514 283-2141
josianne.martel@canada.ca

Tourigny, Eve (INFC)

De: Hibbard, Shawn (INFC)
Envoyé: 19 décembre 2017 13:51
À: Auger Bouchard, Marie-Claude (INFC)
Cc: Cote, Chantale (INFC); Cyr3, Julie (INFC); Martel, Josianne (INFC)
Objet: RE: Workplan for Decision Making on Acceleration
Pièces jointes: Natalie's MinO Notes.pdf

Salut Marie-Claude,

Voici l'extrait de mes notes ainsi que les notes de Natalie (ci-jointe):



De : Auger Bouchard, Marie-Claude (INFC)
Envoyé : 19 décembre 2017 13:06
À : Hibbard, Shawn (INFC)
Cc : Cote, Chantale (INFC) ; Cyr3, Julie (INFC)
Objet : Re: Workplan for Decision Making on Acceleration

Salut Shawn,

Mon seul enjeu est que je n'ai pas été breffé sur la réunion avec les syndicats et je ne connais pas quelles sont les prochaines étapes. Peux-tu m'éclairer à ce sujet?

Merci

MC

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Hibbard, Shawn (INFC)
Sent: mardi 19 décembre 2017 1:03 PM
To: Auger Bouchard, Marie-Claude (INFC)
Cc: Cote, Chantale (INFC)
Subject: TR: Workplan for Decision Making on Acceleration

Salut Marie-Claude,

Est-ce que tu es en mesure de me transmettre les prochaines étapes en ce qui concerne les syndicats et la surveillance de la qualité tel que demandé par Natalie? Je vais préparer un nouveau document pour MinO.

Merci

Shawn

De : Bossé, Natalie (INFC)
Envoyé : 19 décembre 2017 12:05
À : Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Cc : Cote, Chantale (INFC) <chantale.cote@canada.ca>; Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>; Cyr, Valerie (INFC) <valerie.cyr@canada.ca>; Auger Bouchard, Marie-Claude (INFC) <marie-claude.augerbouchard@canada.ca>
Objet : Workplan for Decision Making on Acceleration

Hi Shawn,

I am meeting with the DM tomorrow on Champlain. For this meeting, I will want to bring 2 documents:

1) Steps, dates, documents and supporting documents leading to a decision by the governance [REDACTED]

[REDACTED] This document should include all steps, [REDACTED]
[REDACTED]

Then, a simplified version we can share with MinO.

In addition to acceperation, the documents should integrate next steps [REDACTED]
[REDACTED]

Merci

Natalie

DRAFT AGENDA
MinO Meeting: Bi-Weekly Meeting on Champlain
427 Laurier - Boardroom 10-63 videoconference
Thursday, December 14th, 2017
2:00 p.m. to 3:00 p.m.

Federal Montreal Bridges

1. JCCBI Communications Update

New Champlain Bridge

1. Champlain Bridge Audit
2. Follow up on meetings with Inter and FTQ

De: Cote, Chantale (INFC)
Envoyé: 12 décembre 2017 20:19
À: Marchildon, Caroline (INFC); Martel, Josianne (INFC)
Cc: Vachon, Kathryn (INFC); Hibbard, Shawn (INFC); Bossé, Natalie (INFC)
Objet: Re: Ce soir

Marc a suggéré qu'on en parle demain.

J'attendrais à

demain pour mettre à jour les QA. Es-tu d'accord Natalie?
Chantale

De: Marchildon, Caroline (INFC)
Envoyé: mardi 12 décembre 2017 20:05
À: Martel, Josianne (INFC); Cote, Chantale (INFC)
Cc: Vachon, Kathryn (INFC); Hibbard, Shawn (INFC)
Objet: RE: Ce soir

Chantale, est-ce possible d'obtenir de l'info de Marc pour mettre à jour les QA ci-joints? Merci!

Caroline Marchildon

Director, Advisory and Ministerial Services | Directrice, Services consultatifs et ministériels
Communications, Infrastructure Canada
Telephone | Téléphone 613-946-0517

From: Marchildon, Caroline (INFC)
Sent: December 12, 2017 7:32 PM
To: Martel, Josianne (INFC) ; Cote, Chantale (INFC)
Cc: Vachon, Kathryn (INFC) ; Hibbard, Shawn (INFC)
Subject: Re: Ce soir

Non. Seulement messages réactifs - au besoin.
Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Martel, Josianne (INFC)
Sent: Tuesday, December 12, 2017 7:30 PM
To: Marchildon, Caroline (INFC); Cote, Chantale (INFC)
Cc: Vachon, Kathryn (INFC); Hibbard, Shawn (INFC)
Subject: Re: Ce soir

Ok merci. Déclarations dans les médias de syndicats à venir ou non ?
Envoyé de mon smartphone BlackBerry 10 sur le réseau Rogers.

De: Marchildon, Caroline (INFC)
Envoyé: mardi 12 décembre 2017 7:29 PM
À: Martel, Josianne (INFC); Cote, Chantale (INFC)
Cc: Vachon, Kathryn (INFC); Hibbard, Shawn (INFC)
Objet: Re: Ce soir

On me dit que la réunion s'est bien déroulée. Pas d'enjeu anticipé.
Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Martel, Josianne (INFC)
Sent: Tuesday, December 12, 2017 4:10 PM
To: Cote, Chantale (INFC); Marchildon, Caroline (INFC)
Cc: Vachon, Kathryn (INFC); Hibbard, Shawn (INFC)
Subject: Ce soir

Allo

[REDACTED] Dès que vous avez de l'information ce soir
laissez-moi savoir et je vais les aviser.

Merci

Josianne

Envoyé de mon smartphone BlackBerry 10 sur le réseau Rogers.

Tourigny, Eve (INFC)

De: Cote, Chantale (INFC)
Envoyé: 3 octobre 2017 13:33
À: Vachon, Kathryn (INFC)
Cc: Marchildon, Caroline (INFC)
Objet: RE: Ébauche_NR_MINO
Pièces jointes: Ébauche_NR_MINO_cc.docx

Tous les changements n'avaient pas été reflétés. SVP considérer la version ci-jointe, merci chantale

De : Vachon, Kathryn (INFC)
Envoyé : 3 octobre 2017 13:26
À : Cote, Chantale (INFC)
Cc : Marchildon, Caroline (INFC)
Objet : Ébauche_NR_MINO

Hi Chantale,

Here is the news release with MINO's changes and your language. I have also addressed the redundant language.

Kathryn Vachon

Manager, Communications/
Gestionnaire Communications
Public Affairs / Affaires publiques
Infrastructure Canada
613-960-9263

www.infrastructure.gc.ca

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**Page 42
is withheld
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of the *Access to Information Act***

**La page 42
fait l'objet d'une exception totale
conformément aux dispositions de paragraphe
s.21(1)a)
de la *loi sur l'accès à l'information***

Faits en bref

- Le pont Champlain est surveillé en temps réel et est sécuritaire. Au cours des dernières années, la Société des Ponts Jacques Cartier et Champlain Incorporée a mis en place un plan de renforcement du pont Champlain efficace avec des mesures innovatrices, en plus de développer une expertise de pointe dans la réfection de ses infrastructures, ce qui a permis d'assurer que la structure du pont est sécuritaire.
- Le nouveau pont Champlain comprendra trois corridors dont un (corridor central) pour le transport collectif et deux pour la circulation routière. L'approche holistique de durabilité préconisée par le gouvernement du Canada permettra au nouveau pont d'avoir une durée de vie utile de 125 ans.

Liens connexes

Pour en savoir plus sur le projet du nouveau pont Champlain : <http://www.infrastructure.gc.ca/nbsl-npsl/index-fra.html#wb-cont>

Code de champ modifié

Nouveau pont Champlain : <http://www.nouveauchamplain.ca/>

Code de champ modifié

La Société des Ponts Jacques Cartier et Champlain Incorporée : <http://jacquescartierchamplain.ca/>

Code de champ modifié

- 30 -

Sources :

Brook Simpson
Attaché de presse
Cabinet du ministre de l'Infrastructure
et des Collectivités
613-219-0149

Infrastructure Canada
613-960-9251
Sans frais : 1-877-250-7154
Courriel: media@inf.gc.ca
Twitter: [@INFC_fra](https://twitter.com/INFC_fra)
Site Web: [Infrastructure Canada](http://InfrastructureCanada.ca)

Code de champ modifié

Code de champ modifié

De: Cote, Chantale (INFC)
Envoyé: 5 décembre 2017 17:10
À: Marchildon, Caroline (INFC); Martel, Josianne (INFC); Bossé, Natalie (INFC)
Cc: Vachon, Kathryn (INFC)
Objet: RE: Messages de SSL pour la rencontre avec le ministre

Très bon plan B de ma perspective.

De : Marchildon, Caroline (INFC)
Envoyé : 5 décembre 2017 17:10
À : Martel, Josianne (INFC) ; Bossé, Natalie (INFC) ; Cote, Chantale (INFC)
Cc : Vachon, Kathryn (INFC)
Objet : RE: Messages de SSL pour la rencontre avec le ministre
Je ne pense pas que nous aurons une réponse avant 18 h.

Qu'en pensez-vous?

Caroline Marchildon

Director, Advisory and Ministerial Services | Directrice, Services consultatifs et ministériels
Communications, Infrastructure Canada
Telephone | Téléphone 613-946-0517

From: Martel, Josianne (INFC)
Sent: December 5, 2017 5:03 PM
To: Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>
Cc: Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Vachon, Kathryn (INFC) <kathryn.vachon@canada.ca>
Subject: RE: Messages de SSL pour la rencontre avec le ministre
SSL vient de m'appeler pour l'approbation de leurs lignes.
Radio-Canada vient de les appeler et souhaite avoir la réponse avant de rentrer en onde à 18h.
Merci
Josianne

Josianne Martel

Conseillère en communication / Communication advisor
Nouveau pont Champlain / New Champlain Bridge
Infrastructure Canada
800 boulevard René-Levesque Ouest, 11^e étage
Tel : 514 283-2141
josianne.martel@canada.ca

De : Martel, Josianne (INFC)
Envoyé : 5 décembre 2017 16:46
À : Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Chantale Cote (INFC) <chantale.cote@canada.ca>
Cc : Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Kathryn Vachon (INFC) <kathryn.vachon@canada.ca>
Objet : Messages de SSL pour la rencontre avec le ministre
Importance : Haute

Bonsoir
SSL attend notre approbation pour leurs lignes. Les médias veulent savoir si SSL participera à rencontre avec le ministre.
Je comprends que vous êtes en attente d'une réponse.
Je vais attendre vos instructions.
Merci

Josianne

De : [REDACTED]

Envoyé : 5 décembre 2017 15:56

À : Martel, Josianne (INFC) <josianne.martel@canada.ca>

Cc : Vachon, Kathryn (INFC) <kathryn.vachon@canada.ca>; [REDACTED]
Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>

Objet : Pour appro//Message pour rencontre

Bonjour Josianne,

Nous souhaitons envoyer ce message [REDACTED] pour répondre à la question de la
rencontre du meeting.

Merci d'approuver rapidement.

Signature sur le Saint-Laurent participera assurément à la rencontre en compagnie du ministre fédéral de
l'Infrastructure, Amarjeet Sohi ainsi que de la partie syndicale.

Nous sommes toujours ouverts à trouver de nouvelles façons de faire et ce dans un processus d'amélioration continue.
L'objectif demeure de livrer le pont en décembre 2018 et ce, sans compromis sur la qualité des travaux et la santé et
sécurité des travailleurs.

Tourigny, Eve (INFC)

De: Cote, Chantale (INFC)
Envoyé: 12 décembre 2017 09:08
À: Martel, Josianne (INFC); Marchildon, Caroline (INFC); Vachon, Kathryn (INFC); Hibbard, Shawn (INFC)
Cc: Cyr3, Julie (INFC)
Objet: RE: POUR VOS COMMENTAIRES: Lignes média de SSL_Rencontre syndicats et ministre (Délai: 10h)

Bonjour,

Pour nos msg, ok avec la nouvelle formulation.

chantale

De : Martel, Josianne (INFC)
Envoyé : 12 décembre 2017 08:45
À : Marchildon, Caroline (INFC) ; Vachon, Kathryn (INFC) ; Cote, Chantale (INFC) ; Hibbard, Shawn (INFC)
Cc : Cyr3, Julie (INFC)
Objet : POUR VOS COMMENTAIRES: Lignes média de SSL_Rencontre syndicats et ministre (Délai: 10h)
Importance : Haute

Bonjour

SSL m'a envoyé leurs lignes médias et Q&A. De mon côté ça me convient. Avez-vous des commentaires ?

Je vous renvoie le document avec une suggestion

Merci
Josianne

Josianne Martel

Conseillère en communication / Communication advisor
Nouveau pont Champlain / New Champlain Bridge
Infrastructure Canada
800 boulevard René-Levesque Ouest, 11^e étage
Tel :514 283-2141
josianne.martel@canada.ca

Tourigny, Eve (INFC)

De: Cote, Chantale (INFC)
Envoyé: 4 décembre 2017 14:35
À: Martel, Josianne (INFC); Hibbard, Shawn (INFC)
Objet: RE: POUR VOTRE APPROBATION: Urgent: Pont Champlain - non-conformités

Voir petites corrections ci-dessous. Ensuite good to go pour moi.

De : Martel, Josianne (INFC)
Envoyé : 4 décembre 2017 14:12
À : Cote, Chantale (INFC)
Objet : POUR VOTRE APPROBATION: Urgent: Pont Champlain - non-conformités
Importance : Haute

Josianne Martel

Conseillère en communication / Communication advisor
Nouveau pont Champlain / New Champlain Bridge
Infrastructure Canada
800 boulevard René-Levesque Ouest, 11^e étage
Tel :514 283-2141
josianne.martel@canada.ca

- Est-ce que Infrastructure Canada - ou son représentant - était présent dans l'usine espagnole mise en cause pour assurer le contrôle de la qualité?

L'ingénieur de la Couronne et le laboratoire de la Couronne se sont rendus à quelques reprises à l'usine Tecade en Espagne.

- Est-ce que Infrastructure Canada a consenti et/ou est d'accord avec la décision prise par Signature sur le Saint-Laurent de faire venir les pièces défectueuses au Canada en connaissance de cause, pour les rendre conformes une fois rendue au chantier?

Dans le cadre de l'entente contractuelle, les méthodes de construction du nouveau pont Champlain sont le choix du partenaire privé. La priorité pour le gouvernement du Canada demeure de ne faire aucun compromis sur la sécurité des usagers et de livrer un ouvrage de grande qualité avec une durée de vie de 125 ans.

Pour se faire, les ingénieurs d'Infrastructure Canada, avec le soutien du laboratoire de la Couronne et de l'ingénieur de la Couronne, font des suivis serrés et en continu sur tout le corridor du nouveau pont Champlain. Ces entités s'assurent notamment que la qualité de la construction et de la préfabrication des différentes pièces du pont sont en conformité avec les exigences du contrat entre le gouvernement du Canada et SSL.

Lorsqu'une non-conformité est décelée, celle-ci est immédiatement signalée à SSL et une correction est demandée.

Il est important de souligner que SSL a la responsabilité de mettre en place un propre processus de conformité et de qualité auquel le gouvernement du Canada, l'ingénieur de la Couronne et l'ingénieur indépendant ont un droit de regard.

De : Marchildon, Caroline (INFC)
Envoyé : 4 décembre 2017 13:50
À : Martel, Josianne (INFC) <josianne.martel@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>; Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>; Vachon, Kathryn (INFC) <kathryn.vachon@canada.ca>
Objet : Urgent: Pont Champlain - non-conformités
Importance : Haute

Voir ci-dessous. Svp me faire part des réponses asap. Merci!

Caroline Marchildon
 Director, Advisory and Ministerial Services | Directrice, Services consultatifs et ministériels
 Communications, Infrastructure Canada
 Telephone | Téléphone 613-946-0517

From: [REDACTED]
Sent: December 4, 2017 1:47 PM
To: Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>
Cc: INFC.F DM Office / Bureau du SM F.INFC <infc.dmoffice-bureaudusm.infc@canada.ca>
Subject: FW: Pont Champlain - non-conformités

Est-ce que je peux avoir votre aider pour répondre aux deux questions ci-bas?

From: [REDACTED]
Sent: December 4, 2017 1:44 PM
To: [REDACTED]
Subject: Pont Champlain - non-conformités

Ceci pour rappeler mes deux questions:

- Est-ce que Infrastructure Canada - ou son représentant - était présent dans l'usine espagnole mise en cause pour assurer le contrôle de la qualité?
- Est-ce que Infrastructure Canada a consenti et/ou est d'accord avec la décision prise par Signature sur le Saint-Laurent de faire venir les pièces défectueuses au Canada en connaissance de cause, pour les rendre conformes une fois rendue au chantier?



De: Cote, Chantale (INFC)
Envoyé: 5 décembre 2017 18:56
À: Fortin3, Marc (INFC); Martel, Josianne (INFC); Bossé, Natalie (INFC)
Cc: Jobin, Anne-Marie (INFC); Bossé, Natalie (INFC); Marchildon, Caroline (INFC); Vachon, Kathryn (INFC); Hibbard, Shawn (INFC)
Objet: RE: Urgent_POUR APPROBATION: Lignes SSL_statistiques incidents santé et sécurité

De : Fortin3, Marc (INFC)
Envoyé : 5 décembre 2017 18:44
À : Martel, Josianne (INFC)
Cc : Jobin, Anne-Marie (INFC) ; Bossé, Natalie (INFC) ; Cote, Chantale (INFC) ; Marchildon, Caroline (INFC) ; Vachon, Kathryn (INFC) ; Hibbard, Shawn (INFC)
Objet : Re: Urgent_POUR APPROBATION: Lignes SSL_statistiques incidents santé et sécurité

Ok alors le paragraphe devrait être change ou retire merci

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Martel, Josianne (INFC)
Sent: Tuesday, December 5, 2017 6:42 PM
To: Fortin3, Marc (INFC)
Cc: Jobin, Anne-Marie (INFC); Bossé, Natalie (INFC); Cote, Chantale (INFC); Marchildon, Caroline (INFC); Vachon, Kathryn (INFC); Hibbard, Shawn (INFC)
Subject: RE: Urgent_POUR APPROBATION: Lignes SSL_statistiques incidents santé et sécurité

Marc

JDM a posé la question à savoir s'ils seront de la rencontre avec le ministre et les syndicats.

De ce que je comprends, Chantale est entrain d'informer SSL.

Josianne

Josianne Martel

Conseillère en communication / Communication advisor
Nouveau pont Champlain / New Champlain Bridge
Infrastructure Canada
800 boulevard René-Levesque Ouest, 11^e étage
Tel :514 283-2141
josianne.martel@canada.ca

Tourigny, Eve (INFC)

De: Cote, Chantale (INFC)
Envoyé: 6 décembre 2017 14:59
À: Conde, Aly Damalaye (INFC)
Cc: Hibbard, Shawn (INFC); Auger Bouchard, Marie-Claude (INFC)
Objet: TR: 06-12-2017-Briefing-Note-to-Minister-OSH issue Champlain Bridge_v2 (002) (003)
Pièces jointes: 06-12-2017-Briefing-Note-to-Minister-OSH Issue Champlain Bridge.doc

Damalaye : pour ton info. La note qu'on a préparé à la hâte ce matin. On vient de rencontrer la SM et Natalie nous demandera de préparer une note de scénario de même que les statistiques en matière de SST. Je passe te voir à ce sujet.

Chantale

De : Cote, Chantale (INFC)
Envoyé : 6 décembre 2017 13:02
À : Hibbard, Shawn (INFC) ; Reynolds3, Michael (INFC) ; Bossé, Natalie (INFC) ; Cyr, Valerie (INFC)
Cc : Martel, Josianne (INFC) ; Marchildon, Caroline (INFC) ; Vachon, Kathryn (INFC)
Objet : RE: 06-12-2017-Briefing-Note-to-Minister-OSH issue Champlain Bridge_v2 (002) (003)
Good to go quickly to Natalie then Marc! To support the meeting in the next hour
De : Marchildon, Caroline (INFC)
Envoyé : 6 décembre 2017 12:51
À : Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>; Vachon, Kathryn (INFC) <kathryn.vachon@canada.ca>
Cc : Martel, Josianne (INFC) <josianne.martel@canada.ca>
Objet : RE: 06-12-2017-Briefing-Note-to-Minister-OSH issue Champlain Bridge_v2 (002) (003)
Should this be a briefing note to the DM... instead of the Minister?

Caroline Marchildon

Director, Advisory and Ministerial Services | Directrice, Services consultatifs et ministériels
Communications, Infrastructure Canada
Telephone | Téléphone 613-946-0517

From: Hibbard, Shawn (INFC)
Sent: December 6, 2017 12:44 PM
To: Cote, Chantale (INFC) <chantale.cote@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Vachon, Kathryn (INFC) <kathryn.vachon@canada.ca>
Cc: Martel, Josianne (INFC) <josianne.martel@canada.ca>
Subject: RE: 06-12-2017-Briefing-Note-to-Minister-OSH issue Champlain Bridge_v2 (002) (003)
Bonjour,
Thanks Everyone!! Voici une version qui intègre nos intrants.
Chantale – Si tu es à l'aise, tu peux transmettre à Natalie.
Merci
Shawn

De : Cote, Chantale (INFC)
Envoyé : 6 décembre 2017 12:15
À : Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Vachon, Kathryn (INFC) <kathryn.vachon@canada.ca>; Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Cc : Martel, Josianne (INFC) <josianne.martel@canada.ca>
Objet : RE: 06-12-2017-Briefing-Note-to-Minister-OSH issue Champlain Bridge_v2 (002) (003)

Shawn : do you have time to package?

De : Marchildon, Caroline (INFC)

Envoyé : 6 décembre 2017 12:15

À : Vachon, Kathryn (INFC) <kathryn.vachon@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>; Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>

Cc : Martel, Josianne (INFC) <josianne.martel@canada.ca>

Objet : RE: 06-12-2017-Briefing-Note-to-Minister-OSH issue Champlain Bridge_v2 (002) (003)

See my changes attached. [REDACTED] Let me know what you think!

Caroline Marchildon

Director, Advisory and Ministerial Services | Directrice, Services consultatifs et ministériels

Communications, Infrastructure Canada

Telephone | Téléphone 613-946-0517

From: Vachon, Kathryn (INFC)

Sent: December 6, 2017 11:49 AM

To: Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>

Cc: Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>; Martel, Josianne (INFC) <josianne.martel@canada.ca>

Subject: 06-12-2017-Briefing-Note-to-Minister-OSH issue Champlain Bridge_v2 (002) (003)

Hi Caroline – I have added myew bullets into Shawn's draft and also added background re: the first round of stories. Over to you for review. Getting off the train shortly so won't have access to my tablet for a little bit.

**BRIEFING NOTE TO THE DEPUTY MINISTER**

NEW CHAMPLAIN BRIDGE:
URGENT MEETING REQUEST WITH THE UNION

ISSUE

- SSL and Canada have agreed in principle to a series of measures to accelerate construction of the New Champlain Bridge. This is being done due to the project encountering delays that, without acceleration, would result in the bridge opening later than the contractual deadline of December 1, 2018.
- On December 4, 2017, the Journal de Montreal and TVA (also picked up by other media) reported that more than 2000 pre-fabricated bridge components, primarily from Spanish subcontractor Tecade, had non-conformities that required correction on the worksite. These reports included quotes, reports and photos from six anonymous sources said to be working on the project. An SSL project director, who was interviewed on December 1, was also quoted.
- On December 5, 2017, the Conseil provincial du Québec des métiers de la construction (International) sent a letter to Minister Sohi requesting an urgent meeting with the Minister of Transport, Marc Garneau, [REDACTED]
- Following the letter, Minister Sohi did a scrum in the House of Commons Foyer informing media that he will talk and meet with the union in the coming hours and days. Following the scrum media reported that the Minister will meet with the union [REDACTED] to discuss the project schedule and the union's concerns with regards to the acceleration measures and how they may impact worker safety.
- The purpose of this note is to explain the safety-related provisions of the contract between Canada and SSL and to outline key considerations for the Minister in preparation for his meeting with the union.

BACKGROUND

- As per the Project Agreement (Contract) between Canada and SSL, occupational health and safety issues on the site of the New Champlain Bridge project is the responsibility of SSL.
- Section 19 of the Contract deals with health and safety matters and is clear to the effect that is responsible at all times for the safety of all persons on the site.
- SSL has been recognized as the principal contractor on the site of the New Champlain Bridge project by the Commission des normes, de l'équité, de la santé et de la sécurité au travail du Québec (CNESST). The Contract states that SSL must take all necessary steps to

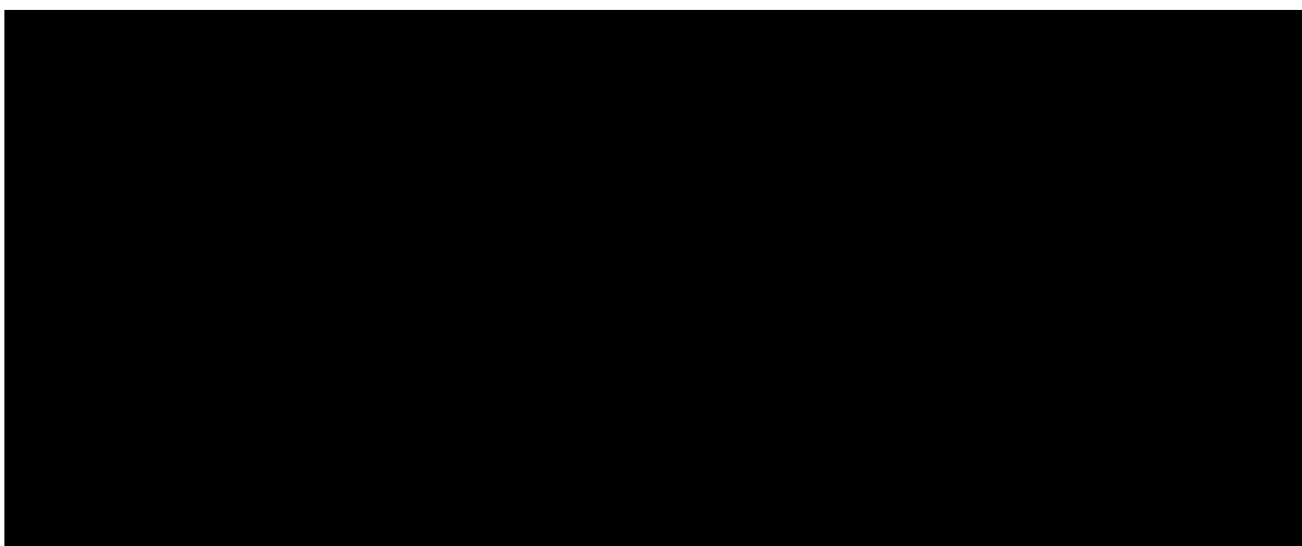
PROTECTED B

fulfill its obligations, functions and duties under the applicable Health and Safety Laws. SSL must ensure that all persons working on the site respect their obligations under the applicable health and safety laws.

- Since the start of the project SSL has prepared and implemented a prevention program which is required by law and complies with Good Industry Practice. According to the Contract SSL must implement and keep updated a project-specific safety management plan (Schedule 17, Section 3.6). This plan addresses the approaches to safety and implementation of SSL's responsibility for the health and safety of all persons working on the project and the general public.
- Canada is kept apprised by SSL of matters related to health, safety and prevention on the site via a monthly report on the progress of project work and through bi-weekly meetings where certain safety and security related matter are discussed.

Acceleration Measures and Occupational Health and Safety Concerns

- Acceleration measures mostly target on-site works, requiring more shifts day and night. Accordingly, acceleration implies additional staff and more hours of work, not trying to squeeze out more production.
- This said, with respect to prefabricated piers segments, these works are now all completed, so acceleration will have no impact. With respect to the fabrication of steel elements in Spain, SSL does not need to implement acceleration measures as the works are now progressing well (it is expected that steel pier caps will be completed by the end of April 2018).
- Fabrication of the 599 steel box girders in Quebec is now almost completed so acceleration will not impact this work either.

CONSIDERATIONS

**Page 54
is withheld
pursuant to paragraph
s.21(1)(a), s.21(1)(b)
of the *Access to Information Act***

**La page 54
fait l'objet d'une exception totale
conformément aux dispositions de paragraphe
s.21(1)a), s.21(1)b)
de la *loi sur l'accès à l'information***

Marc Fortin
Assistant Deputy Minister
Infrastructure and Communities

Date

Tourigny, Eve (INFC)

De: Cote, Chantale (INFC)
Envoyé: 8 décembre 2017 09:49
À: Conde, Aly Damalaye (INFC)
Objet: TR: DERNIER REGARD: Q&A Rencontre du ministre et les syndicats (Délai: 10h)
Importance: Haute

PTI – mgs clés utiles pour la scenario note aussi.

De : Martel, Josianne (INFC)
Envoyé : 8 décembre 2017 09:24
À : Cote, Chantale (INFC) <chantale.cote@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Cc : Vachon, Kathryn (INFC) <kathryn.vachon@canada.ca>; Cyr3, Julie (INFC) <julie.cyr3@canada.ca>
Objet : DERNIER REGARD: Q&A Rencontre du ministre et les syndicats (Délai: 10h)
Importance : Haute

Bon matin

Je vous renvoie la dernière version avec vos commentaires intégrés. Pouvez-vous y jeter un dernier regard avant que j'envoie le tout à Natalie ?

J'ai surligné en jaune la nouvelle information selon vos commentaires.

Merci



QA et
ML_Rencontre d...

Josianne

Josianne Martel

Conseillère en communication / Communication advisor
Nouveau pont Champlain / New Champlain Bridge
Infrastructure Canada
800 boulevard René-Levesque Ouest, 11^e étage
Tel :514 283-2141
josianne.martel@canada.ca

Messages clés:

- La sécurité des travailleurs est une priorité pour le gouvernement du Canada.
- Il était important pour le ministre d'écouter et de comprendre les préoccupations des travailleurs.
- Le ministère poursuit le dialogue avec son partenaire privé SSL dans un esprit d'amélioration en continu de la prévention, de la sécurité et de la santé des travailleurs sur le chantier.
- L'objectif demeure de livrer le nouveau pont Champlain pour décembre 2018 et ce, sans faire de compromis sur la santé et la sécurité des travailleurs et sur la qualité de l'ouvrage.

Q1. Comment s'est déroulée la réunion avec le Conseil provincial du Québec des métiers de la construction (CPQMC) et quelle était la teneur des discussions?

À compléter après la rencontre

Q2. Quels enjeux ont été soulevés par le CPQMC et quelles sont les intentions du ministre et du ministère pour y remédier.

Pour les enjeux, à compléter après la rencontre

Il était important pour le ministre d'écouter et de comprendre les préoccupations des travailleurs.

Le ministère poursuit le dialogue avec son partenaire privé SSL dans un esprit d'amélioration en continu de la prévention, de la sécurité et de la santé des travailleurs sur le chantier.

L'objectif demeure de livrer le nouveau pont Champlain en décembre 2018 et ce, sans faire de compromis sur la santé des travailleurs et la qualité de l'ouvrage.

Q3. Nous avons appris que SSL n'était pas à cette rencontre et pourtant leur présence avait été demandée par les syndicats (lettre). Est-ce que cela veut dire que le ministre a perdu confiance en son partenaire SSL ?

Il ne fait aucun doute que nous avons toujours confiance en notre partenaire SSL.

La sécurité des travailleurs du chantier du corridor du nouveau pont Champlain est une priorité pour le gouvernement du Canada.

Il était important pour le ministre d'écouter et de comprendre les préoccupations des syndicats.

Le ministère continuera à travailler en étroite collaboration avec SSL afin de livrer un pont de qualité pour décembre 2018 tel que prévu et ce, sans faire de compromis pour la santé et la sécurité des travailleurs.

Q4. Les syndicats ont mentionné à plusieurs reprises que l'échéancier de décembre 2018 est irréaliste et ils ont même mentionné qu'il serait peut-être mieux de reporter cet échéancier. Est-ce que le ministre va effectivement repousser l'ouverture du nouveau pont Champlain à la lumière des révélations des derniers jours ?

L'objectif demeure de livrer le nouveau pont Champlain pour décembre 2018 et ce, sans faire de compromis sur la santé et la sécurité des travailleurs et la qualité de l'ouvrage.

Le chantier de construction du nouveau pont Champlain est l'un des plus importants projets d'infrastructure en Amérique du Nord. Ce projet est complexe et exigeant, et les prochains mois seront importants pour l'avancement de celui-ci alors que des jalons cruciaux devront être franchis.

C'est pour cela que le gouvernement du Canada a appuyé les mesures d'accélération mises en place cet automne par SSL.

Les mesures d'accélération implantées par SSL consistent essentiellement à ajouter des quarts de travail et à l'embauche de travailleurs supplémentaires et non pas à soutirer plus de productivité des quarts existants ou augmenter la cadence.

Cependant, la santé et la sécurité des travailleurs est une priorité pour le gouvernement et c'est pour cela que le ministre a rencontré les syndicats afin de comprendre leurs préoccupations.

Le ministère poursuit le dialogue avec son partenaire privé SSL dans un esprit d'amélioration en continu de la prévention, de la sécurité et de la santé des travailleurs sur le chantier.

Q5. Est-ce que le ministère suivra encore de plus près la santé et la sécurité des travailleurs et n'hésitera pas à intervenir rapidement si cela s'avère nécessaire ?

La sécurité des travailleurs est une priorité pour le gouvernement du Canada.

Infrastructure Canada continuera de faire un suivi étroit de l'application du programme de SSL en prévention, santé et sécurité. Ce suivi se fait par le biais de rencontres bimensuelles avec SSL où les enjeux de sécurité sont discutés et aussi par un rapport mensuel sur l'état d'avancement des travaux sur le chantier dans lequel les statistiques en matière d'incidents et les actions préventives sont revues.

Il est important de rappeler que SSL est le maître d'œuvre du chantier du et est donc responsable d'appliquer un programme de prévention, santé et sécurité.

Q6. Quelles sont les prochaines étapes? Maintenant que vous avez rencontré les syndicats, qu'allez-vous faire concrètement?

Le ministère poursuivra le dialogue avec son partenaire privé SSL dans un esprit d'amélioration en continu de la prévention, de la sécurité et de la santé des travailleurs sur le chantier.

Infrastructure Canada continuera de faire un suivi étroit de l'application du programme de SSL en prévention, santé et sécurité. Ce suivi se fait par le biais de rencontres bimensuelles avec SSL où les enjeux de sécurité sont discutés et aussi par un rapport mensuel sur l'état d'avancement des travaux sur le chantier.

Q7. Est-ce que les mesures d'accélération ont fait augmenter le risque d'incidents sur le chantier ?

Selon les données de notre partenaire privé et d'après nos rencontres bimensuelles avec celui-ci, le nombre d'incident sur le chantier n'a pas augmenté depuis la mise en place des mesures d'accélération par SSL.

Les mesures d'accélération implantées par SSL consistent essentiellement à ajouter des quarts de travail et à l'embauche de travailleurs supplémentaires et non pas à soutirer plus de productivité des quarts existants ou augmenter la cadence.

Le ministère poursuit le dialogue avec son partenaire privé SSL dans un esprit d'amélioration en continue de la prévention, de la sécurité et de la santé des travailleurs sur le chantier.

Q8. Est-ce possible d'en savoir un peu plus sur le processus de contrôle de la qualité à Infrastructure Canada ?

SSL a la responsabilité de mettre en œuvre un processus de conformité et de qualité auquel le gouvernement du Canada, l'ingénieur de la Couronne et l'ingénieur indépendant ont un droit de regard.

Infrastructure Canada, de même que l'ingénieur indépendant ont aussi des mécanismes de contrôle de la qualité. Infrastructure Canada avec le Laboratoire de la Couronne et l'Ingénieur de la Couronne de même que l'ingénieur indépendant font leurs propres inspections et audits du système de gestion de qualité de SSL et peuvent également soulever des enjeux de non-conformité.

Des rencontres formelles ont aussi lieu à chaque semaine avec les représentants s'occupant des questions de qualité et les ingénieurs responsables de la conception chez SSL, l'ingénieur indépendant et les ingénieurs d'Infrastructure Canada afin de passer en revue l'ensemble des non-conformités et statuer sur l'état de chacune d'elle. Ainsi, Infrastructure Canada, avec l'ingénieur de la Couronne, vérifient comment SSL a répondu aux non-conformités signalées jusqu'à ce que la mesure correctrice soit mise en œuvre et que la non-conformité soit complètement résolue.

Tourigny, Eve (INFC)

De: Cote, Chantale (INFC)
Envoyé: 5 décembre 2017 09:07
À: Auger Bouchard, Marie-Claude (INFC)
Cc: Hibbard, Shawn (INFC)
Objet: TR: Pour votre information: Article affirmant que l'échéancier serré augmente le risque d'accident

Importance: Haute

Marie-Claude,
Il faudrait refléter dans le business case la perception du public sur les enjeux de qualité, de durabilité et de sécurité sur le chantier en essayant d'aller trop vite.
Chantale

De : Martel, Josianne (INFC)
Envoyé : 5 décembre 2017 08:47
À : Marchildon, Caroline (INFC) ; Vachon, Kathryn (INFC) ; Bossé, Natalie (INFC) ; Hibbard, Shawn (INFC) ; Cote, Chantale (INFC)
Objet : Pour votre information: Article affirmant que l'échéancier serré augmente le risque d'accident
Importance : Haute

Bonjour
Je porte à votre attention cet article ou une source sur le chantier affirme que l'échéancier trop serré augmente le risque d'accident.
Josianne

[Lire l'article sur le site de TVA Nouvelles](#)

Au départ, l'opération planifiée devait se faire à deux grues, mais elle aurait alors nécessité un plan de «levage», approuvé par des ingénieurs, ce qui aurait exigé plus de temps.

La direction a donc décidé de procéder avec une seule grue. Selon un plan préliminaire, la pièce pesait 13 tonnes. Dans les faits, sa masse était de près de 20 tonnes !

Résultat : la charge a fait basculer la grue. Ses appuis au sol se sont soulevés de 40 centimètres. En haut, le support s'est accoté sur un échafaudage.

«Improvisation»

Dans son rapport sur l'événement, l'inspecteur de la Commission des normes, de l'équité, de la santé et de la sécurité du travail estime que « l'improvisation des opérations de levage a directement contribué à l'accident ».

«On a été chanceux. Très chanceux. Ç'a été le bordel. Ç'a pris une journée et demie avant de tout sécuriser», indique une source impliquée dans l'incident.

Deux jours plus tard, le matin du 18 novembre, une grue de 900 tonnes embarquée sur une barge soulevait une poutre caisson quand un câble assurant la stabilité de la pièce a cédé. La poutre a tourné sur elle-même et percuté le mât de la grue.

Plusieurs sources assurent que les délais trop serrés augmentent le risque que surviennent de tels accidents.

«Je pense qu'ils sont en mode panique. L'échéancier, c'est juste pas raisonnable. C'est trop agressif. Il manque un an», dit un ingénieur impliqué depuis le début.

«Essai et erreur»

Pour une troisième source, chargée de superviser la construction du pont pendant des mois, la direction fait dans l'improvisation. «Côté ingénierie, c'est essai et erreur, dit-elle. En espérant qu'il n'arrivera pas d'incident majeur pour les travailleurs.»

À Ottawa, l'opposition s'inquiète. «On veut être optimistes, mais l'échéancier était ambitieux dès le départ et là, ça commence à frôler l'impossible, dit le porte-parole du Nouveau Parti démocratique en matière d'infrastructures, Matthew Dubé. Mais l'échéancier m'importe moins que la qualité. Les gens veulent un pont qui ne deviendra pas un nouveau Stade olympique.»

Josianne Martel

Conseillère en communication / Communication advisor

Nouveau pont Champlain / New Champlain Bridge

Infrastructure Canada

800 boulevard René-Levesque Ouest, 11^e étage

Tel : 514 283-2141

josianne.martel@canada.ca

De: Cote, Chantale (INFC)
Envoyé: 5 décembre 2017 09:29
À: Auger Bouchard, Marie-Claude (INFC)
Objet: TR: POUR VOTRE INFORMATION: Un représentant syndical interpellera le gouvernement du Canada sur LCN à propos de l'échéancier trop serré

Importance: Haute

A prendre en considération dans ta revision.

De : Martel, Josianne (INFC)

Envoyé : 5 décembre 2017 09:19

À : Bossé, Natalie (INFC) ; Marchildon, Caroline (INFC) ; Wallace, Peter (INFC) ; Marchildon, Caroline (INFC) ; Vachon, Kathryn (INFC) ; Hibbard, Shawn (INFC) ; Cote, Chantale (INFC) ; Fortin3, Marc (INFC)

Cc : Jobin, Anne-Marie (INFC) ; Reynolds3, Michael (INFC)

Objet : POUR VOTRE INFORMATION: Un représentant syndical interpellera le gouvernement du Canada sur LCN à propos de l'échéancier trop serré

Importance : Haute

Bonjour

SSL vient de m'aviser qu'un représentant syndical sur le chantier accordera une entrevue ce midi à LCN dans laquelle il affirmera que l'échéancier de décembre 2018 est irréalisable, que la pression que ça engendre fait craindre pour la sécurité des travailleurs. Il semble qu'il en profitera aussi pour interpellier le gouvernement du Canada pour revoir l'échéancier de décembre 2018.

Est-ce que vous souhaitez que j'informe le cabinet ?

Merci

Josianne

Josianne Martel

Conseillère en communication / Communication advisor

Nouveau pont Champlain / New Champlain Bridge

Infrastructure Canada

800 boulevard René-Levesque Ouest, 11^e étage

Tel :514 283-2141

josianne.martel@canada.ca

De: Cote, Chantale (INFC)
Envoyé: 11 décembre 2017 08:17
À: Martel, Josianne (INFC); Vachon, Kathryn (INFC); Marchildon, Caroline (INFC)
Objet: Tr: Résumé de la semaine média
Pièces jointes: Résumé semaine 4 decembre 2017_DG.docx

A vous mesdames.

Envoyé de mon smartphone BlackBerry 10 sur le réseau Rogers.

De: [REDACTED]
Envoyé: lundi 11 décembre 2017 07:38
À: Cote, Chantale (INFC); [REDACTED]
Cc: [REDACTED]
Objet: RE: Résumé de la semaine média

Chantale [REDACTED]

For your info, pls find attached a summary of the media activities of last week --- but more importantly, ***an indication of some of the potential lines of questioning of the next few weeks***. We can expect the Journal de Montréal will "exploit" the link they have established with the union.

De : [REDACTED]
Envoyé : 8 décembre 2017 14:03
À : [REDACTED]
Objet : Résumé de la semaine

Vous trouverez en pièce jointe mon résumé de la semaine et quelques prévisions pour les semaines à venir.

Summary of the week :

- The media questioned the quality of some the bridge components, but they took the time to ear us. Our message was reassuring.
- Journal de Montreal reported some incidents on the site. We didn't have any media requests with respect to that article.
- The Quebec provincial construction union representative asked for a meeting with the Minister INFC [REDACTED] to talk about the delivery date and their concerns about health and safety.
- The meeting with the Minister will take place without SSL;

Monday				
Subject	Media coverage	Key messages	Main articles	
Quality issues with Cable Stay Bridge back span components	<p>-They questioned us on whether it was normal to have to make this level of repairs to the bridge components, and if we were going to end up with a project like the Olympic Stadium.</p> <p>-They were interested in understanding the information, but not necessarily condemning it. -- They wanted explanations, which we gave.</p>	<p>-Reassuring tone throughout the day.</p> <p>-On a project of the size of the new Champlain Bridge, some fabrication and construction activities will inevitably encounter technical challenges that in some cases will lead to nonconformities. The degree of these is invariably higher in the early stages.</p> <p>-When an irregularity or defect is raised, the only focus is: correct the situation so the permanent works are compliant.</p> <p>-Quality management is particularly important at the offsite fabrication stage.</p> <p>-There are several levels of quality control in each of the plants around the world.</p> <p>-There are approximately 3 000 nonconformities on the project, with 2 500 related to the bridge. 50% of them deal with components fabricated offsite, and 75% of them are now closed.</p> <p>-We are delivering a bridge which has a design life of 125 years.</p>	<p><u>Journal de Montréal</u></p> <p><u>TVA</u></p> <p><u>98,5 FM with Paul Arcand</u></p> <p><u>95,1 Gravel le Matin</u></p> <p><u>Midi Info with Michel C. Auger</u></p> <p><u>Radio-Canada / RDI Matin</u></p> <p><u>CTV</u></p> <p><u>CJAD</u></p> <p><u>Global News</u></p> <p><u>The Gazette</u></p> <p><u>95,1 Radio-Canada Première 15/18</u></p> <p><u>(Interview with Normand Tétreault)</u></p>	
Tuesday				
Subject	Media coverage	Key messages	Main articles	
Concerns from workers about health & safety	-An article in the Journal de Montreal reported some incidents on the site.	-The objective is still to deliver the bridge December 2018.	<u>Radio-Canada</u>	
Concerns from workers that the delivery date is too aggressive	-The Quebec provincial construction union representative asked for a meeting with the Minister INFC and SSL, to talk about the	<p>-La performance en matière de santé et sécurité de nos équipes sur le chantier est supérieure à ce qui se fait sur d'autres projets d'infrastructure d'une envergure semblable au Québec. Le taux de fréquence d'incident est de 2.12 depuis le début du projet, en comparaison à l'indice à l'échelle provinciale rapporté par la CNESST pour 2015 qui est à 8.78.</p> <p>-Le taux de fréquence d'incident reflète le nombre d'accidents et de maladies professionnelles avec perte de temps et peut être calculé à</p>	<p><u>98,5 / Radio (Isabelle Maréchal)</u></p> <p><u>Ici Radio-Canada Première / 15-18</u></p> <p><u>(Entrevue avec Michel Trépanier)</u></p> <p><u>La Presse</u></p> <p><u>Huffington Post</u></p> <p><u>L'Actualité</u></p> <p><u>TVA</u></p> <p><u>TVA Nouvelles</u></p>	

	<p>delivery date and their concerns about health and safety.</p> <p>-The Minister confirmed he was going to meet with the union, probably next week.</p> <p>-The media, the unions and the minister are questioning the delivery date.</p>	<p>l'aide de la formule suivante :</p> $\frac{\text{Total des accidents avec perte de temps} \times 200\,000}{\text{Nombre total des heures travaillées}}$	<p><u>Journal de Montréal</u></p> <p><u>Le Devoir</u></p>	
Next week				
<ul style="list-style-type: none"> - Meeting between the Minister and the unions: we will probably receive questions from the media, so it will be necessary to have key messages. INFC must send us in advance their key messages. - The media will want to have our reaction on the conclusions of the discussion. - Disclosure of confidential information by our employees? - Article about change in management at one year of delivery? 				
Next coming weeks				
<ul style="list-style-type: none"> - Follow-up articles with workers talking about the evolution of the situation (quality and health & safety) - Follow-up questions from media (to SSL) to talk about what we have put in place to make things better - Follow-up questions about the number of nonconformities; - CANAM box girders? - Disclosure of confidential information by our employees? - Vox-pop with employees? 				

Tourigny, Eve (INFC)

De: Bossé, Natalie (INFC)
Envoyé: 6 décembre 2017 12:48
À: Cote, Chantale (INFC)
Objet: FW: Morning News Summary – Revue de presse matinale

Sent from my BlackBerry 10 smartphone on the Bell network.

From: Gillis, Kelly (INFC) <kelly.gillis@canada.ca>
Sent: Wednesday, December 6, 2017 7:44 AM
To: Wallace, Peter (INFC); Fortin3, Marc (INFC)
Cc: Eyre, Jennifer (INFC); Marchildon, Caroline (INFC); Bossé, Natalie (INFC)
Subject: Re: Morning News Summary – Revue de presse matinale

Hi - was this an issue in the strike last year? Does their record stand well and have there been any recent incidents? Tks

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Gillis, Kelly (INFC)
Sent: Wednesday, December 6, 2017 7:08 AM
To: Wallace, Peter (INFC); Fortin3, Marc (INFC)
Cc: Eyre, Jennifer (INFC); Marchildon, Caroline (INFC); Bossé, Natalie (INFC)
Subject: Re: Morning News Summary – Revue de presse matinale

Thanks - yes lots of coverage. Would like us to discuss today in advance of my bilat with the Minister tomorrow.
Tks

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Wallace, Peter (INFC)
Sent: Wednesday, December 6, 2017 7:03 AM
To: Fortin3, Marc (INFC); Gillis, Kelly (INFC)
Cc: Eyre, Jennifer (INFC); Marchildon, Caroline (INFC); Bossé, Natalie (INFC)
Subject: Fw: Morning News Summary – Revue de presse matinale

Media coverage of Champlain has shifted from the quality of work to the safety of workers. This has fuelled more speculation about the bridge being delivered on time. Ministers mtg with Union next week is key. We'll work with Bridge team on strategy.

Sent from my BlackBerry 10 smartphone on the Bell network.

From: News / Nouvelles (INFC) <infc.news-nouvelles.infc@canada.ca>
Sent: Wednesday, December 6, 2017 6:28 AM
Cc: News / Nouvelles (INFC); INFC.F MINO / MINO F.INFC; INFC.O Users/Utilisateurs O.INFC
Subject: Morning News Summary – Revue de presse matinale



Morning News Summary – Revue de presse matinale

December 06, 2017 - 06 décembre 2017

Ministerial | Ministériel

National Stories | Nouvelles nationales

Infrastructure Bank | Banque de l'infrastructure

Bridges | Ponts

Smart Cities | Villes intelligentes

Regional Stories | Nouvelles régionales

Social Media Review | Revue des médias sociaux

Ministerial | Ministériel

Une rencontre d'urgence sur le pont Champlain

Le ministre des Infrastructures a convoqué une réunion d'urgence avec le principal syndicat présent sur le chantier du nouveau pont Champlain pour faire le point sur les travaux, son échéancier et la sécurité des travailleurs.

TVA Nouvelles – 2017-12-06

Union, minister to discuss safety of Champlain Bridge workers

The federal minister of Infrastructure and Communities is planning to meet with union representatives to discuss health and safety on the new Champlain Bridge construction site. Minister Amarjeet Sohi spoke by phone on Tuesday with Michel Trépanier, the president of the Conseil provincial du Québec des métiers de la construction...

Montreal Gazette , A5 - 2017-12-06

Pont Champlain

OTTAWA _ "La sécurité des travailleurs est notre plus grande priorité", a déclaré le ministre fédéral de l'Infrastructure, Amarjeet Sohi, mardi, quelques minutes avant de s'entretenir au téléphone avec le président du syndicat des travailleurs du chantier du nouveau pont Champlain. Ils ont convenu de se rencontrer en personne la...

Presse Canadienne - 2017-12-05

Pont Champlain

OTTAWA - Le ministre fédéral de l'Infrastructure, Amarjeet Sohi, a convoqué une réunion téléphonique ce mardi après-midi pour discuter de la sécurité des travailleurs du chantier du nouveau pont Champlain avec leur syndicat. Le Conseil provincial du Québec des métiers de la construction (International) avait fait parvenir une lettre au...

Broadcast News - français - 2017-12-05

Nouveau pont Champlain: Ottawa préoccupé par les accidents de travail

Alerté par des incidents de travail survenus dans les dernières semaines sur le chantier du nouveau pont Champlain, le ministre fédéral de l'Infrastructure, Amarjeet Sohi, rencontrera le principal syndicat présent sur les lieux, en début de semaine prochaine. " À la lumière des nouveaux articles de cette semaine, on aimerait...

Le Devoir , A7 - 2017-12-06

Pont Champlain : un nouvel échéancier en vue?

Le ministre fédéral des Infrastructures, Amarjeet Sohi, rencontrera bientôt les syndicats des travailleurs du nouveau pont Champlain pour discuter de la sécurité du chantier, mis à mal par un accident survenu il y a deux semaines. L'échéancier pourrait être revalue. « Le pont ne doit pas se faire au détriment de...

ICI Radio-Canada - 2017-12-05 16:08 (EST)

Réunion d'urgence pour le pont Champlain

Afin que l'accélération des travaux sur le nouveau pont Champlain ne s'effectue pas en mettant la vie des travailleurs en danger, le ministre fédéral de l'Infrastructure, Amarjeet Sohi, a demandé une rencontre d'urgence avec les acteurs du projet. Le Conseil provincial du Québec des métiers de la construction (International) qui représente...

98,5 FM Montréal - 2017-12-05 15:48 (EST)

Pont Champlain: réunion d'urgence cet après-midi

Le ministre fédéral de l'Infrastructure, Amarjeet Sohi, a convoqué une réunion téléphonique ce mardi après-midi pour discuter de la sécurité des travailleurs du chantier du nouveau pont Champlain avec leur syndicat. Le Conseil provincial du Québec des métiers de la construction (International) avait fait parvenir une lettre au ministre pour soulever...

Journal Métro - 2017-12-05 15:29 (EST) (**publié également par La Presse**)

Une rencontre d'urgence sur le pont Champlain (vidéo)

Le ministre des Infrastructures a convoqué une réunion d'urgence avec le principal syndicat présent sur le chantier du nouveau pont Champlain pour faire le point sur les travaux, son échéancier et la sécurité des travailleurs. À LIRE AUSSI: Inquiétudes pour la sécurité des travailleurs ...

Journal de Montréal.com - 2017-12-05 15:05 (EST) (**publié également par TVA Nouvelles et le Journal de Québec**)

100% Nouvelles (transcription brute)

Le gouvernement Trudeau tente de se faire rassurant à propos du futur pont Champlain à la suite des révélations de notre Bureau d'enquête... Raymond Fillion, Ottawa se dit confiant que la facture du projet ne sera pas révisée à la hausse. Quand on regarde l'ampleur des problèmes de reporté, on...

Canal Nouvelles - 2017-12-04 10:48 (EST)

National and Top Stories | nationales et principales nouvelles

Cities must prepare for integrated transit future, experts warn

Imagine a future in which you start your journey to work by typing your destination into a smartphone app. By the time you walk out your door, the app has located the nearest available car2go vehicle, which you use to drive to the local rail station. As you wait on...

Toronto Star.com - 2017-12-05

Infrastructure Bank | Banque de l'infrastructure

NIL

Bridges | Ponts

A new bridge in Montreal- two thousand problems

From the report published in the French newspaper Le Journal de Montreal on Monday, it follows that under the bridge over the Saint-Laurent river, already discovered about 2000 technical defects. For the most part, these defects are associated with bridge structures which are supplied by the Spanish company. The bridge, designed...

The Quebec Post - 2017-12-04 16:11 (EST)

More than 2,000 faults found on Quebec's \$3.3bn New Champlain Bridge

One year before work is due to finish on the US\$3.3bn New Champlain Bridge over the St Lawrence Seaway in Montréal, workers have had to make more than 2,000 repairs to defective elements of its structure, according to a report yesterday in newspaper Le Journal de Montréal. Among the problems discovered on...

Global Construction Review - 2017-12-05 15:35 (EST)

Smart Cities | Villes intelligentes

NIL

Regional Stories | Nouvelles régionales

West | Ouest

Build Crystal Pool replacement ASAP, Victoria staff urge

The longer the city waits to start building a Crystal Pool replacement, the more it will cost, says a report going to Victoria councillors this week. "The guys that are monitoring the market say things are not getting any cheaper. In fact, they are getting even more expensive than what..."

Victoria Times-Colonist , B1 / FRONT - 2017-12-06

North | Nord

NIL

Quebec | Québec

Sur la bonne voie

L'utilisation du vélo comme moyen de transport gagne visiblement en popularité à Sherbrooke à mesure que se développe le réseau cyclable, ce qui va dans le sens des objectifs du Plan de mobilité durable 2012-2021.

Toutefois, cela témoigne en même temps de l'importance de mieux rejoindre les grands générateurs de...

La Tribune , 14 - 2017-12-06

Transports: Nicole Léger engage une «triple offensive»

Lier les terminus des lignes verte et bleue du métro, étudier la faisabilité de prolonger les deux lignes jusqu'au bout de l'île, analyser l'ensemble des déplacements: la députée de Pointe-aux-Trembles lance une offensive en trois points auprès de diverses instances afin d'améliorer le transport dans son secteur. Nicole Léger veut s'assurer,...

Avenir de l'Est - 2017-12-05 16:23 (EST)

Ontario | Ontario

Smart communities need smart governance

The nascent plans for a smart neighbourhood on Toronto's eastern waterfront may sound exciting from an urban-planning perspective, but the high-tech project poses fundamental governance problems that we need to solve now. Smart cities are largely an invention of the private sector - an effort to create a market within...

Globe and Mail , A11 - 2017-12-06

Is the Scarborough subway a good value for the money?

Ontario PC Leader Patrick Brown, outgoing TTC CEO Andy Byford and transit activists sporting a "white elephant" costume and masks all had something in common this week. All expressed support that council get a value-for-money analysis of the controversial Scarborough subway extension so it can be compared to the light-rail...

Toronto Star , GT1 - 2017-12-06

Train léger : la date toujours inconnue

À environ six mois du tant attendu jour J, la Ville d'Ottawa n'ose toujours pas s'avancer publiquement sur une date exacte de mise en service de la Ligne de la Confédération de O-Train. « On doit être diligent et être certain d'avoir tous les morceaux du casse-tête avant d'annoncer à...

Le Droit , 11 - 2017-12-06

Scarborough subway plan is the right decision, says former TTC chair

The Spadina subway extension into York Region is finally opening this month, 11 years after it was first announced. While overdue and overbudget, the extension is generally being welcomed. Meanwhile, the proposed extension of the Bloor-Danforth line further into Scarborough is being vilified as a subway to nowhere that would...

Toronto Star.com - 2017-12-05

Atlantic | Atlantique

Applause greets announcement of funding for W.C. O'Neill Arena roof repairs (NBCF SCF mentioned)

Applause greeted the announcement Saturday morning that the federal and provincial governments are contributing more than \$590,000 towards replacing the roof at the W.C. O'Neill Arena Complex. A crowd gathered at the visitor information centre in the 54-year-old complex to hear the announcement from New Brunswick Southwest MP Karen Ludwig and...

The Saint Croix Courier - 2017-12-05 15:12 (EST)

Social Media Review | Revue des médias sociaux

Notable Tweets of the Day (December 5)

Please note: Our daily clips can now be accessed from the Infranet by clicking on the *News & Media Tools* button. You can also view archived clips directly on NewsDesk, so there is no need to save them on your computer.

À noter: Vous pouvez accéder aux coupures de presse matinales à partir de l'Infranet en cliquant sur le bouton *Les nouvelles et ressources médiatiques*. Vous pouvez aussi consulter les coupures archivées directement sur le site InfoMedia, de sorte qu'il n'est pas nécessaire de les sauvegarder sur votre ordinateur.

INFC Media | INFC Médias

Communications Directorate | Direction des Communications

INFCMedia_Medias@infc.gc.ca

Infrastructure Canada | www.infrastructure.gc.ca

180 rue Kent St., Suite 1100, Ottawa, ON, K1P 0B6

Government of Canada | Gouvernement du Canada



Infrastructure
Canada

Canada

De: Bossé, Natalie (INFC)
Envoyé: 11 décembre 2017 10:16
À: Cyr, Valerie (INFC)
Cc: Reynolds3, Michael (INFC)
Objet: FW: Safety info - Champlain Bridge
Pièces jointes: Données 2015 CNESST.pdf

I will need this also, before Min DM

thanks

From: Cote, Chantale (INFC)
Sent: December 11, 2017 10:00 AM
To: Bossé, Natalie (INFC) <natalie.bosse@canada.ca>
Cc: Conde, Aly Damalaye (INFC) <alydamalaye.conde@canada.ca>; Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>; Cyr3, Julie (INFC) <julie.cyr3@canada.ca>; Cyr, Valerie (INFC) <valerie.cyr@canada.ca>
Subject: TR: Safety info - Champlain Bridge

Natalie,

Tel que discuté. Damalaye va bonifier la note de scenario en conséquence.

Chantale

De : [REDACTED]
Envoyé : 11 décembre 2017 09:32
À : [REDACTED]
Cc : Conde, Aly Damalaye (INFC) <alydamalaye.conde@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>; [REDACTED]
Objet : RE: Safety info - Champlain Bridge

Voici une autre comparaison avec les données de 2015 de la CNESST, mais nous n'avons pas les données CNESST de 2017. Voir pièce jointe donnée en surlignées en jaunes.

CNESST 2015; $(6153+10) / 140\,400\,000$ (heures CCQ ;Travailleurs de la Construction) X 200 000= 8,78 (fréquence d'incident).

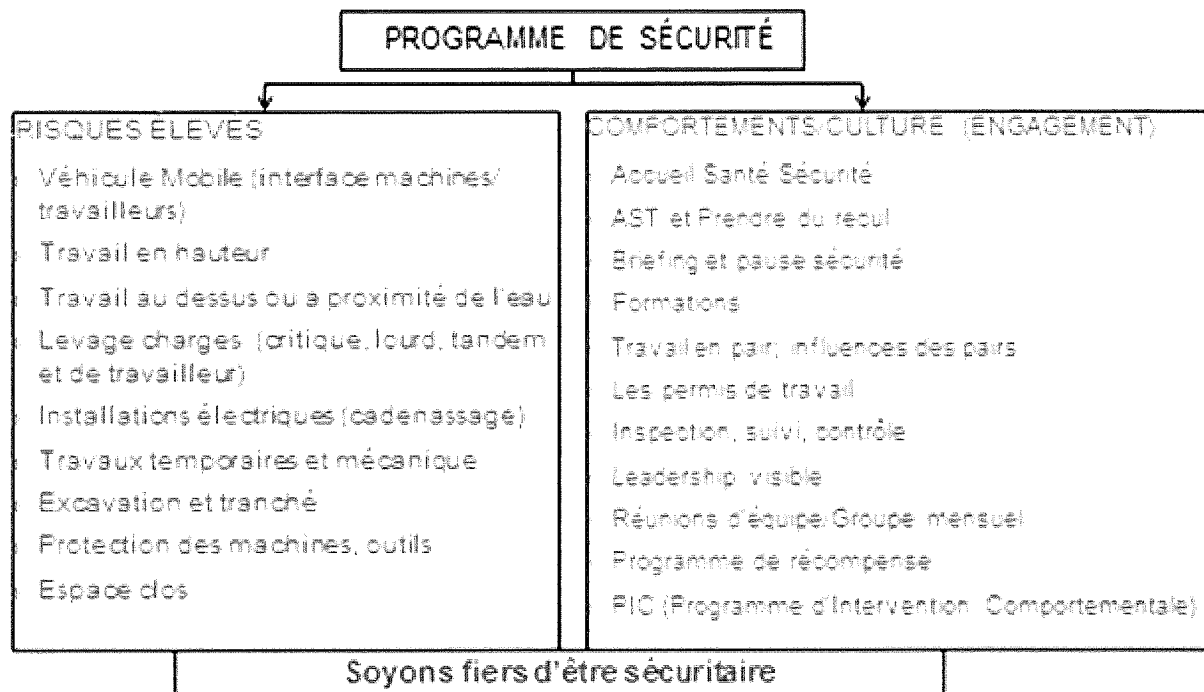
NBSL au 30 novembre 2017; $21 / 1\,942\,776$ (heures CCQ ;travailleurs de la Construction X 200 000= 2,16 (fréquence d'incident).

NBSL depuis le début du projet; 2,04 (fréquence d'incident)

Si on regarde notre chantier pour les fréquences depuis le début; (2,02 en 2015), (1,91 en 2016) et (2,16 jusqu'au 30 Nov. 2017) et en date depuis le début du projet (2,04 fréquences d'incident).

Voici les grandes lignes de notre système de gestion en Santé Sécurité;

PROTOCOLES ET MESURES DE SÉCURITÉ



Projet de conception du nouveau pont Champlain

Nous avons un programme de Prévention qui est plus sévère que les lois (LSST; Lois sur la Santé et Sécurité du travail ainsi que le CSTC; Code de Sécurité pour les travaux de construction);

- Nous imposons qu'un travailleur soit en protection contre une chute lorsqu'il se retrouve à une hauteur de 1,8 m, en comparaison à la loi qui préconise 3 m.
- Nous préconisons des mesures de sécurité pour tous travailleurs qui se trouvent à moins de 3 m du bord de l'eau, en comparaison à la loi qui préconise 2 m
- Nous avons des plans de levage signé et scellé pour tout levage de travailleurs avec grue dans un panier; pas d'obligation de plan, seulement des obligations légales sur les grues elles-mêmes et les paniers.
- Inspection périodique des outils et équipements
- Système de permis de travail; levage critique, travaux à chaud, excavation, cadenassage (énergie Zéro), travaux sur l'eau
- Équipe spécialisée dédiée aux sauvetages marins en continu.

Audits SS;

-OHSAS 18001; à tous les ans par accréditation externe; nous avons réussi tous les ans

-Interne; à tous les mois

-corporatives des 4 partenaires; à tous les ans, réussis avec 94% en 2016 et 94% en 2017.

Participation des Syndicats;

-il y a trois représentants à la prévention des syndicats à temps plein au chantier (représentation par INTER, FTQ et SQC); ils représentent les intérêts des travailleurs en Santé sécurité; ils font la promotion de la SS auprès de leurs membres, voient à ce que le programme-cadre du maître d'œuvre soit respecté, participent aux différents comités de chantier en Santé Sécurité, sont en communication avec la CNESST et leur inspecteur.

CNESST; un inspecteur est attiré au projet;

-visite d'un inspecteur; en 2017; 13 visites, 12 en 2016 et 3 visites en 2015.

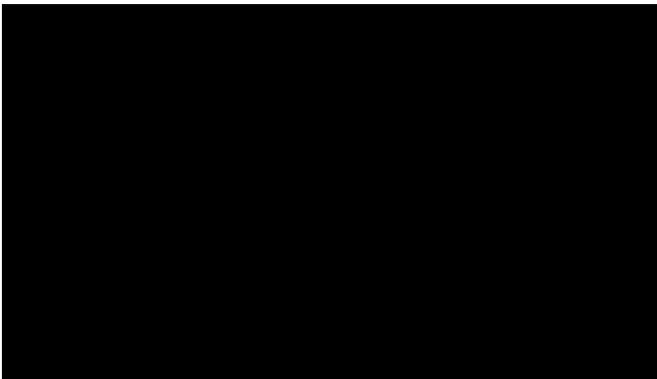
Visites des représentants SS des partenaires;

- En moyennes les représentants en santé-sécurité des différents partenaires visitent le Project 3 à 4 fois par an.

Formation en santé sécurité;

- En 2017; 110975 heures de formation; risques sur l'eau, cadnassage, espace clos, plateforme élévatrice, chariot élévateur...
- Depuis le début du projet; 22 560 heures de formation

Salutations,



De : [REDACTED]

Envoyé : 10 décembre 2017 15:17

À : [REDACTED]

Cc : Conde, Aly Damalaye (INFC); Cote, Chantale (INFC); [REDACTED]

Objet : RE: Safety info - Champlain Bridge



À toi pour confirmer la référence sur le 8.78 et clarifier les mécanismes de surveillance et de contrôle externes --- deux éléments requis pour la préparation de la rencontre du Ministre INFC avec le syndicat cédulée pour mardi après-midi. Une réponse dès lundi matin serait de mise.





De : Cote, Chantale (INFC) [mailto:chantale.cote@canada.ca]
Envoyé : 10 décembre 2017 09:32
À : [REDACTED]
Cc : Conde, Aly Damalaye (INFC); [REDACTED]
Objet : Re: Safety info - Champlain Bridge

Bonjour,

Merci bcp pour l'info. Je ne sais pas si Damalaye a eu l'occasion de faire un suivi avec vous mais nous aimerions avoir la référence sur le taux de 8.78.

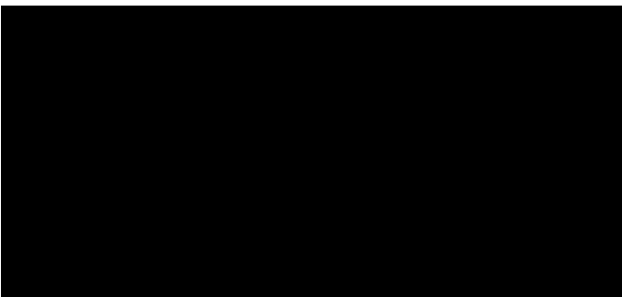
De plus, nous avons reçu une question en fin de journée vendredi à savoir si il y a des mécanismes de surveillance et de contrôle externes de votre système de gestion de la SST et le cas échéant, quels sont-ils.

Merci à l'avance et bon dimanche
Chantale

De: [REDACTED]
Envoyé: jeudi 7 décembre 2017 20:23
À: Cote, Chantale (INFC)
Cc: Conde, Aly Damalaye (INFC); [REDACTED]
Objet: RE: Safety info - Champlain Bridge

Chantale

Voici ce que j'ai qui pourrait vous aider.



De : Cote, Chantale (INFC) [mailto:chantale.cote@canada.ca]
Envoyé : 7 décembre 2017 19:51
À : [REDACTED]
Cc : Conde, Aly Damalaye (INFC)
Objet : Tr: Safety info - Champlain Bridge

Bonsoir [REDACTED]

Tél que discuté en fin de pm, voici le tableau des stats que nous avons compilées à partir des rapports mensuels pour répondre à différentes demandes.

N'hésite pas si tu as des commentaires à formuler ou si tu as d'autres stats à partager rapidement - nous devons faire cheminer une note tôt dans la journée demain (10:00).

Chantale

Concernant la comparaison de SSL par rapport à l'industrie, SSL mentionne ceci : *Depuis le début du projet du NPC, la fréquence d'incident est de **2.04** comparativement à **8.78** à l'échelle provinciale telle que rapportée par la plus récente statistique disponible de la CNESST pour l'année 2015.*

Le dernier rapport de la CNESST date effectivement de 2015. Ceci dit, nous avons vérifié dans le dernier rapport de la CNESST et nous n'avons pas trouvé le taux de 8.78. Il faudrait peut être demandé à SSL de nous envoyer le lien sur lequel ils ont trouvé ce taux.

Le taux de fréquence reflète le nombre d'accidents et de maladies professionnelles avec perte de temps et peut être calculé à l'aide de la formule suivante : **Taux de fréquence = Total des accidents avec pertes de temps x 200 000 / Nombre total des heures travaillées »**

TABLEAU # 1 : Réclamations et taux de fréquence du secteur construction de 2003 à 2015 basés sur les données de la CNESST et de la CCQ

Année	Réclamations			Décès			Dépenses immobilisations construction (en million \$)	Dépenses immobilisations R-20 (en million \$)	Dépenses immobilisations non R-20 (en million \$)	Heures R-20	Heures non R-20	Heures construction	Nombre travailleurs CCQ	Taux fréquence réclamations	Taux fréquence décès		
	Accident	Maladie	Total	Accident	Maladie	Total									Accident	Maladie	Total
2015	6 153	263	6 416	10	46	56	44 136	26 481,6	17 654,4	140 400 000	93 600 000	234 000 000	153 040	27	0,04	0,20	0,24
2014	6 550	321	6 871	15	36	51	45 062	27 037,2	18 024,8	149 400 000	99 600 000	249 000 000	157 703	28	0,06	0,14	0,20
2013	7 111	253	7 364	10	45	55	47 368	28 420,8	18 947,2	154 000 000	102 666 667	256 666 667	161 469	29	0,04	0,18	0,21
2012	7 537	272	7 809	15	49	64	48 679	29 207,4	19 471,6	165 016 000	110 010 667	275 026 667	163 314	28	0,05	0,18	0,23
2011	7 160	247	7 407	13	40	53	44 750	26 850	17 900	155 990 000	103 993 333	259 983 333	159 333	28	0,05	0,15	0,20
2010	7 065	310	7 375	16	36	52	42 315	25 389	16 926	143 870 000	95 913 333	239 783 333	152 740	31	0,07	0,15	0,22
2009	6 881	298	7 179	16	30	46	39 495	23 697	15 798	133 800 000	89 200 000	223 000 000	145 857	32	0,07	0,13	0,21
2008	7 342	273	7 615	14	25	39	38 710	23 226	15 484	137 100 000	91 400 000	228 500 000	144 991	33	0,06	0,11	0,17
2007	6 835	276	7 111	16	38	54	35 531	21 318,6	14 212,4	126 600 000	84 400 000	211 000 000	138 132	34	0,08	0,18	0,26
2006	7 990	305	8 295	20	19	39	31 759	19 055,4	12 703,6	124 000 000	82 666 667	206 666 667	134 080	40	0,10	0,09	0,19
2005	8 306	287	8 593	24	28	52	31 138	18 682,8	12 455,2	126 200 000	84 133 333	210 333 333	133 395	41	0,11	0,13	0,25
2004	8 662	267	8 929	10	22	32	30 553	18 331,8	12 221,2	122 400 000	81 600 000	204 000 000	128 411	44	0,05	0,11	0,16
2003	8 447	253	8 700	17	18	35	26 086	15 651,6	10 434,4	111 100 000	74 066 667	185 166 667	118 727	47	0,09	0,10	0,19

HYPOTHÈSES DU CALCUL DES HEURES NON R-20 POUR CALCULER LE TAUX DE FRÉQUENCE CONSTRUCTION R-20 ET NON R-20

Rapport annuel de gestion CCQ 2015 : activités assujetties à R-20 = 60 % de toutes les activités de construction

Dépenses immobilisations R-20 = 60 % x dépenses immobilisation construction

Dépenses immobilisations non R-20 = dépenses immobilisations construction - dépenses immobilisation R-20

Heures non R-20 = (dépenses immobilisations non R-20 x heures R-20) / dépenses immobilisation R-20

Heures construction = heures R-20 + heures non R-20

Calcul des taux de fréquence = (nombre de réclamations / nombre d'heures construction) X 1 000 000 heures = nombre de réclamations par million d'heures

Sources : statistiques annuelles CNESST et CCQ de 2003 à 2015

Tourigny, Eve (INFC)

De: Vachon, Kathryn (INFC)
Envoyé: 12 décembre 2017 12:04
À: Martel, Josianne (INFC)
Cc: Marchildon, Caroline (INFC); Hibbard, Shawn (INFC)
Objet: QA et ML_Rencontre du ministre avec les syndicats_ENG
Pièces jointes: QA et ML_Rencontre du ministre avec les syndicats_ENG.docx

Hi Josianne,

I have reviewed the translation and just made a few tweaks, however, I would like to have someone more knowledgeable about health and safety vocabulary review Q8 and Q9. In particular, I think we need to have a more plain language explanation for Q0 with regards to the CNESST index. It is definitely not clear in English and I don't think it's much better in French what the index means.

Is the number the total number of incidents per 100 workers, per worker hours?? I think we need to provide a better explanation with we want to use these statistics....Apologies for not flagging this earlier but it wasn't as obvious to me in the French 😊

Thanks!

Kathryn

Meeting between the Minister and the Conseil provincial du Québec des métiers de la construction (CPQMC)

Key messages:

- The safety of workers is a priority for the Government of Canada.
- It was important for the Minister to listen to and understand the concerns of the workers.
- The Minister also asked Infrastructure Canada and SSL to continue to work together in the spirit of continuous improvement that will help maintain a safe environment for workers.
- In the spirit of continuous improvement, the Department maintains an open dialogue with its private partner SSL regarding prevention measures and the health and safety of the workers on site.
- The objective remains to deliver the new Champlain Bridge by December 2018, without compromising the health and safety of workers or the quality of the work.

Q1. How was the meeting with the Conseil provincial du Québec des métiers de la construction (CPQMC) and what was the content of the discussions?

To be completed after the meeting

Q2. What issues were raised by the CPQMC and what are the intentions of the Minister and the Department with respect to addressing them?

For issues, to be completed after the meeting

It was important for the Minister to listen to and understand the concerns of the workers.

The Minister also asked Infrastructure Canada and SSL to continue to work together to maintain a safe environment for workers.

In the spirit of continuous improvement, the Department maintains an open dialogue with its private partner SSL regarding prevention measures and the health and safety of the workers on site.

The objective remains to deliver the new Champlain Bridge by December 2018, without compromising the health of the workers or the quality of the work.

Q3. We have heard that SSL was not at this meeting and yet their presence was requested by the unions (letter). Does this mean the Minister has lost confidence in its SSL partner?

Let me be clear that we trust our private partner SSL.

The safety of construction workers on the new Champlain Bridge Corridor is a priority for the Government of Canada.

It was important for the Minister to listen to and understand the concerns of the unions.

The Minister also asked Infrastructure Canada and SSL to continue to work together to maintain a safe environment for workers.

The Department will continue to work closely with SSL to deliver a safe and durable bridge for December 2018 as planned, without compromising the health and safety of workers.

Q4. The unions have repeatedly mentioned that the December 2018 schedule is unrealistic, even stating that it might be better to postpone the schedule. Will the Minister postpone the opening of the new Champlain Bridge in light of the revelations of the past few days?

The objective remains to deliver the new Champlain Bridge by December 2018, without compromising the health and safety of workers or the quality of the work.

The new Champlain Bridge is one of the largest infrastructure projects in North America. This is a complex, demanding project, and the coming months will be very important in taking the project through some critical milestones.

That is why the Government of Canada supported the acceleration measures put in place this fall by SSL.

These measures involve adding additional shifts and hiring more workers, not increasing the productivity of existing shifts or increasing the pace of work.

The health and safety of the workers is a priority for the government and that is why the Minister met with unions in order to understand their concerns.

In the spirit of continuous improvement, the Department maintains an open dialogue with its private partner SSL regarding prevention measures and the health and safety of the workers on site.

Q5. Will the department take a closer look at the health and safety of workers and not hesitate to intervene quickly if necessary?

The safety of workers is a priority for the Government of Canada.

Infrastructure Canada closely monitors the SSL prevention, health and safety program through bi-monthly meetings with SSL, where safety issues are discussed, and also through a monthly progress report on the worksite which provides statistics on all incidents and preventive actions.

It is important to remember that as the primary contractors on the worksite, SSL is responsible for the implementation of its prevention, health and safety program.

Q6. What are the next steps? Now that you have met the unions, what concrete action are you going to take?

In the spirit of continuous improvement, the Department maintains an open dialogue with its private partner SSL regarding prevention measures and the health and safety of the workers on site.

Infrastructure Canada closely monitors the SSL prevention, health and safety program through bi-monthly meetings with SSL, where safety issues are discussed, and also through a monthly progress report on the worksite which provides statistics on all incidents and preventive actions.

Q7. Have the acceleration measures increased the risk of incidents on the worksite?

According to data from our private partner SSL, the number of incidents on the worksite has not increased since the implementation acceleration measures.

These measures involve adding additional shifts and hiring more workers, not increasing the productivity of existing shifts or increasing the pace of work.

In the spirit of continuous improvement, the Department maintains an open dialogue with its private partner SSL regarding prevention measures and the health and safety of the workers on site.

Q8. Is it possible to know a little more about the quality control process at Infrastructure Canada?

SSL is responsible for implementing a compliance and quality process, over which the Government of Canada, the owner's engineer and the independent engineer have right of inspection.

Infrastructure Canada, as well as the independent engineer, also have quality control mechanisms.

Infrastructure Canada, along with the Crown Laboratory and the owner's Engineer and the independent engineer perform their own inspections and audits of SSL's quality management system and may also raise issues of non-compliance.

Regular meetings are held with quality representatives, SSL's design engineers, the independent engineer and Infrastructure Canada engineers to review all non-compliances and decide on the status of each of them. Through this process Infrastructure Canada and the owner's engineer are able to monitor SSL's response to all reported non-compliances to ensure that corrective action is implemented and that the non-compliance is fully resolved.

Q9. Does SSL's performance in regard to occupational health and safety standards compare with the standards of the CSST?

According to SSL data, the consortium's health and safety performance on the worksite is better than other infrastructure projects of a similar size in Quebec, compared to the index at the provincial level reported by the CNESST (index of 2.12 since the beginning of the project, in comparison with the index at the provincial level reported by the CNESST for 2015, which was 8.78).

Tourigny, Eve (INFC)

De: Hibbard, Shawn (INFC)
Envoyé: 11 décembre 2017 10:55
À: Reynolds3, Michael (INFC)
Cc: Cyr, Valerie (INFC); Cyr3, Julie (INFC); Cote, Chantale (INFC)
Objet: RE: for POB approval: late shows- MP Joel Godin (Champlain Bridge)
Pièces jointes: Qs As template_Decembre.doc; Late Show- Joel Godin - 4 mins - Champlain.docx

Hi Michael,

I've attached the updated Q&As and made a change to the 4 minute speech.

Shawn

De : Reynolds3, Michael (INFC)
Envoyé : 11 décembre 2017 10:33
À : Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Cc : Cyr, Valerie (INFC) <valerie.cyr@canada.ca>
Objet : FW: for POB approval: late shows- MP Joel Godin (Champlain Bridge)

Good morning Shawn,

We have received the speeches that will go with the Q and A's that we have been asked to develop (attached). Can you give me a status update on them?

Thanks!

Michael Reynolds
A/Special Advisor | Conseiller spécial p.i.
Major Bridges | Grands ponts
Infrastructure Canada | www.infc.gc.ca
613-946-7883

From: Jobin, Anne-Marie (INFC)
Sent: December 11, 2017 10:30 AM
To: Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>; Bossé, Natalie (INFC) <natalie.bosse@canada.ca>
Cc: Cyr, Valerie (INFC) <valerie.cyr@canada.ca>; Laperle, Linda (INFC) <linda.laperle@canada.ca>
Subject: FW: for POB approval: late shows- MP Joel Godin (Champlain Bridge)

Michael, Natalie,

For your team revision please

Can you provide a status of the Qs and As?

From: Khodr, Lama (INFC)
Sent: December 11, 2017 10:25 AM
To: Jobin, Anne-Marie (INFC) <anne-marie.jobin@canada.ca>; INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC

<INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>

Cc: Powroz, Jen (INFC) <jen.powroz@canada.ca>

Subject: for POB approval: late shows- MP Joel Godin (Champlain Bridge)

Good afternoon,

Please find attached the 4 minute and 1 minute speeches for MP Joel Godin on the Champlain Bridge, for POB approval. The speeches have been approved by Comms. Could we please receive any feedback by 1:00 pm?

Thank you,

Lama

Please see below for an adjournment debate notice; our office will contact you on the day that it is scheduled. Please have a four minute speech and one minute rebuttal prepared in advance.

Veuillez consulter l'avis de débat d'ajournement ci-dessous. Notre bureau communiquera avec vous au jour prévu. Veuillez préparer un discours de quatre minutes et une réplique d'une minute.

ADJOURNMENT PROCEEDINGS LAYOUT

Divided into 3 periods of 10 minutes maximum:

Member raising the question - 4 minutes maximum.

Minister or Parliamentary Secretary replying - 4 minutes maximum.

Member's reply - 1 minute maximum.

Minister or Parliamentary Secretary's second reply - 1 minute maximum

DÉROULEMENT DU DÉBAT D'AJOURNEMENT

Temps divisé en 3 périodes d'une durée maximale de 10 minutes:

Député qui soulève la question - maximum de 4 minutes.

Ministre ou secrétaire parlementaire qui donne la réplique - maximum de 4 minutes.

Réplique du député - maximum de 1 minute.

Seconde réplique du ministre ou du secrétaire parlementaire - maximum de 1 minute

NOTICE/AVIS

Godin, Joël (CPC)

Hansard, 06/12/2017, p. 16099

Portneuf-Jacques-Cartier \ Portneuf-Jacques-Cartier

Infrastructure

Les infrastructures

Mr. Joël Godin (Portneuf-Jacques-Cartier, CPC): Mr. Speaker, the new Champlain Bridge is at risk, and many of the parts being used are defective. Can the Minister of Infrastructure ensure that starting now, this construction site will be subject to extremely rigorous oversight by his department?

The department must protect worker safety at all times, control the quality of the parts being used, and make sure that the new bridge will last into the next century.

Will the minister pledge to deliver the Champlain Bridge on budget and on time, without compromising safety?

[English]

Hon. Amarjeet Sohi (Minister of Infrastructure and Communities, Lib.): Mr. Speaker, our government is delivering on our commitment to build a new toll-free Champlain Bridge. As we move forward the acceleration measures to meet the ambitious construction timeline, the quality of construction is our top priority.

On a project of this size, some technical challenges can inevitably arise. All defective material is corrected before the pieces are assembled. We are committed to delivering a quality bridge that will last 125 years.

M. Joël Godin (Portneuf-Jacques-Cartier, PCC): Monsieur le

Président, le nouveau pont Champlain est à risque et de nombreuses pièces utilisées sont non conformes. Le ministre des Infrastructures peut-il s'assurer qu'à compter de maintenant ce chantier sera suivi avec une rigueur exemplaire par son ministère?

Il doit en tout temps protéger la sécurité des travailleurs, contrôler la qualité des produits utilisés et s'assurer que le nouveau pont durera jusqu'au prochain siècle.

Le ministre s'engage-t-il à livrer le pont Champlain sans dépassement de coûts, en respectant l'échéance et sans diminuer la sécurité?

[Traduction]

L'hon. Amarjeet Sohi (ministre de l'Infrastructure et des Collectivités, Lib.): Monsieur le Président, le gouvernement tient sa promesse de construire un nouveau pont Champlain et d'en faire un pont sans péage. Bien que nous prenions des mesures pour accélérer les travaux afin de respecter l'ambitieux calendrier de construction, la qualité de ces travaux demeure notre priorité absolue.

Dans un projet de cette ampleur, les difficultés techniques surviennent inmanquablement. Toute défectuosité des matériaux est corrigée avant l'assemblage des pièces. Nous sommes résolus à construire un pont de qualité qui durera 125 ans.

****Last day for debate (projected)**

****Dernier jour pour débat (projeté)**

26/04/2018

QUESTIONS AND ANSWERS

Late Show – MP

Q1: Can the Minister of Infrastructure ensure that the New Champlain bridge construction site will be subject to extremely rigorous oversight by his department?

A1: Our government is delivering on our commitment to build a new, toll-free Champlain Bridge

As we move forward with the project, safety continues to be our top priority, including the safety of workers and the public. Signature on the Saint Lawrence, the Private Partner delivering the project, has put in place a robust program of quality assurance as well as an health and safety program. The Quality Management System and worker health and safety program are closely monitored to ensure that acceleration does not have a negative impact.

It is helpful to note that Signature on the Saint Lawrence, the Private Partner delivering the project, is required to have its Quality management system certified by an accredited ISO 90001 standard certification agency, which ensures that appropriate systems and procedures are in place to ensure that quality is achieved. Signature on the Saint Lawrence also actively monitors construction, through two activities:

- 1) Quality Control, where the construction teams with support of inspectors and testing laboratories carry out activities to ensure compliance; and
- 2) Quality Assurance, where separate staff review the work of the construction teams.

In addition, Signature on the Saint Lawrence undertakes extensive inspection and testing of construction to ensure the finished products achieve the required quality.

Furthermore, the Independent Engineer undertakes (1) audits of Signature on the Saint Lawrence management of the quality function and (2) inspections of construction activities and finished products.

Finally, the Government of Canada monitors the activities of Signature on the Saint Lawrence and the Independent Engineer, to ensure they are performing in accordance with the Project Agreement. This role involves reviewing the Quality Documentation, including Quarterly Reports and similar system documents, but also involves monitoring of Signature on the Saint Lawrence and the Independent Engineer construction inspection. In particular, the Government of Canada closely monitors all non-compliance reports opened by Signature on the Saint Lawrence and the Independent Engineer, and follows up if it is not satisfied with how they are addressed. In addition, the Government of Canada monitors construction activities, using an Owner's Laboratory, the Owner's Engineer and internal staff.

Mr. Speaker, we are committed to delivering a quality bridge, which will last 125 years, in the safest way possible.

Q2: What measures do you have in place to guarantee the project quality?

A2: Extensive inspection and testing of construction are in place to ensure that the finished products achieve the required quality. The Government of Canada and the New Champlain Bridge Independent Engineer monitor the activities of Signature on the Saint Lawrence to ensure that they are performing in accordance with the Project Agreement.

Furthermore, all non-compliance reports opened by Signature on the Saint Lawrence and the Independent Engineer are closely monitored and followed up if we are not satisfied with how they are addressed.

Mr. Speaker, we are committed to delivering a quality bridge that will last 125 years.

Q3. Does the minister care about the workers' health and safety?

A3: No compromise will be accepted for the workers' health and safety because it is a priority for the Government of Canada.

I recently met (or will meet, (the meeting is Tuesday)) with the Unions to hear and understand the workers concerns. Our objective is to continue the collaborative dialogue with Signature on the Saint Lawrence, responsible for project health and safety, and the workers in a spirit to continuously improve the health and safety of the workers.

It is helpful to note that Signature on the Saint Lawrence, the Private Partner delivering the project and responsible for the project health and safety, is working with the unions and all the different teams on the project site to improve its Health and Safety systems.

Mr. Speaker, our government's objective is to build a quality bridge, which will last 125 years, in the safest way possible so the bridge can be delivered by December 2018.

Q4. Can the minister guarantee that the New Champlain Bridge will be delivered on time?

A4. Mr. Speaker, our government is delivering on our commitment to build a new toll-free Champlain Bridge.

As we move forward, the acceleration measures to meet the ambitious construction timeline, the quality of construction and the workers health and safety are our top priorities. On a project of this size, some challenges can inevitably arise. All defective material is corrected before the pieces are assembled.

M. Speaker, we are committed to delivering a quality bridge, which will last 125 years, in the safest way possible so it can be delivered by December 2018.



Infrastructure
Canada

LATESHOW

Mr. Joël Godin (Portneuf-Jacques-Cartier, CPC)

The new Champlain Bridge

4-minute speech

December xx, 2017

The Government of Canada is delivering on its commitment to making unprecedented infrastructure investments in our communities through our long-term, more than \$180 billion *Investing in Canada* infrastructure plan.

Our plan is ambitious and will result in strong, sustainable Canadian communities. And we are equally committed to ensuring the safety and security of our infrastructure.

The construction of the new Champlain Bridge is no different – the Government of Canada is committed to ensuring the quality of the construction and the long-term safety of the Bridge. Our objective is to have the new Champlain Bridge open to vehicles in December 2018, and we will expect that bridge to stand for 125 years.

The Government of Canada is equally committed to ensuring that every worker on the site of the new Champlain Bridge project is safe and we take seriously all concerns from workers on the New Champlain Bridge site ... This is why Minister Sohi accepted the union's invitation to meet with them to discuss their concerns about work conditions and timelines.

With an estimated \$20 billion in trade and 40 to 60 million in vehicles flowing over the existing bridge every year, Montreal's Champlain Bridge corridor is crucial for both local commuters and companies moving their goods to markets across North America.

To ensure that the new Champlain Bridge is built to be safe and to last, we held a rigorous, open, fair and transparent procurement process, resulting in Signature on the St Lawrence Group (SSL) being retained as the project's proponent.

As the private partner, it is the responsibility of SSL to ensure that every single component of the new bridge meets the strict quality requirements set out in the project agreement. When an issue is detected, it is reported immediately and no parts are installed until the problem has been corrected.

As a further layer of quality control, the Government of Infrastructure-Canada provides rigorous project oversight of SSL and the including review by the Owner's Engineer, the Crown's laboratory, and the project's Independent Engineer to ensure adherence to these quality requirements. In particular, using an Owner's Laboratory, the Owner's Engineer and internal staff, the Government of Canada closely monitors all non-compliance reports opened by SSL and the Independent Engineer, and follows up if it is not satisfied with how they are addressed.

While technical challenges are inevitable with a project this size and complexity, each and every one component that makes up the new bridge is closely examined by experts and any issues are corrected before assembly.

Let me be clear, the new Champlain Bridge is a project that all Canadians should be proud of and we will not compromise worker safety or the quality of this new bridge under any circumstance.

De: Marchildon, Caroline (INFC)
Envoyé: 12 décembre 2017 08:54
À: Martel, Josianne (INFC); Vachon, Kathryn (INFC); Cote, Chantale (INFC); Hibbard, Shawn (INFC)
Cc: Cyr3, Julie (INFC)
Objet: RE: POUR VOS COMMENTAIRES: Lignes média de SSL_Rencontre syndicats et ministre (Délai: 10h)
Pièces jointes: ML_SSL_Rencontre avec le ministre_CM.docx

Merci Josianne. La formulation que tu proposes me va. Voici mes commentaires au sujet des messages de SSL – doc ci-joint.

Caroline Marchildon

Director, Advisory and Ministerial Services | Directrice, Services consultatifs et ministériels
Communications, Infrastructure Canada
Telephone | Téléphone 613-946-0517

From: Martel, Josianne (INFC)
Sent: December 12, 2017 8:45 AM
To: Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Vachon, Kathryn (INFC) <kathryn.vachon@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>; Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Cc: Cyr3, Julie (INFC) <julie.cyr3@canada.ca>
Subject: POUR VOS COMMENTAIRES: Lignes média de SSL_Rencontre syndicats et ministre (Délai: 10h)
Importance: High

Bonjour

SSL m'a envoyé leurs lignes médias et Q&A. De mon côté ça me convient. Avez-vous des commentaires ?

Je vous renvoie le document avec une suggestion
Qu'en pensez-vous ?

Merci
Josianne

Josianne Martel

Conseillère en communication / Communication advisor
Nouveau pont Champlain / New Champlain Bridge
Infrastructure Canada
800 boulevard René-Levesque Ouest, 11^e étage
Tel : 514 283-2141
josianne.martel@canada.ca

**Pages 91 to 92
are withheld
pursuant to paragraph
s.20(1)(b)
of the *Access to Information Act***

**Les pages 91 à 92
font l'objet d'une exception totale
conformément aux dispositions de paragraphe
s.20(1)b)
de la *loi sur l'accès à l'information***

De: Conde, Aly Damalaye (INFC)
Envoyé: 11 décembre 2017 12:15
À: Cote, Chantale (INFC)
Cc: Reynolds3, Michael (INFC); Cyr3, Julie (INFC); Cyr, Valerie (INFC); Hibbard, Shawn (INFC); Martel, Josianne (INFC)
Objet: RE: Safety info - Champlain Bridge
Pièces jointes: SN Minister Sohi_Conseil provincial Québec Métiers Construction DGO.docx

Bonjour Chantale,
Tel que demandé, ci-joint la nouvelle version de la note de scénario.
Les nouvelles informations sont identifiées en jaune.
Merci,
Damalaye

De : Cote, Chantale (INFC)
Envoyé : 11 décembre 2017 10:00
À : Bossé, Natalie (INFC) <natalie.bosse@canada.ca>
Cc : Conde, Aly Damalaye (INFC) <alydamalaye.conde@canada.ca>; Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>; Cyr3, Julie (INFC) <julie.cyr3@canada.ca>; Cyr, Valerie (INFC) <valerie.cyr@canada.ca>
Objet : TR: Safety info - Champlain Bridge

Natalie,

Tel que discuté. Damalaye va bonifier la note de scénario en conséquence.

Chantale

De : [REDACTED]
Envoyé : 11 décembre 2017 09:32
À : [REDACTED]
Cc : Conde, Aly Damalaye (INFC) <alydamalaye.conde@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>; [REDACTED]
Objet : RE: Safety info - Champlain Bridge

Voici une autre comparaison avec les données de 2015 de la CNESST, mais nous n'avons pas les données CNESST de 2017. Voir pièce jointe donnée en surlignées en jaunes.

CNESST 2015; $(6153+10)/140\,400\,000$ (heures CCQ ;Travailleurs de la Construction) X 200 000= 8,78 (fréquence d'incident).

NBSL au 30 novembre 2017; $21/1\,942\,776$ (heures CCQ ;travailleurs de la Construction X 200 000= 2,16 (fréquence d'incident).

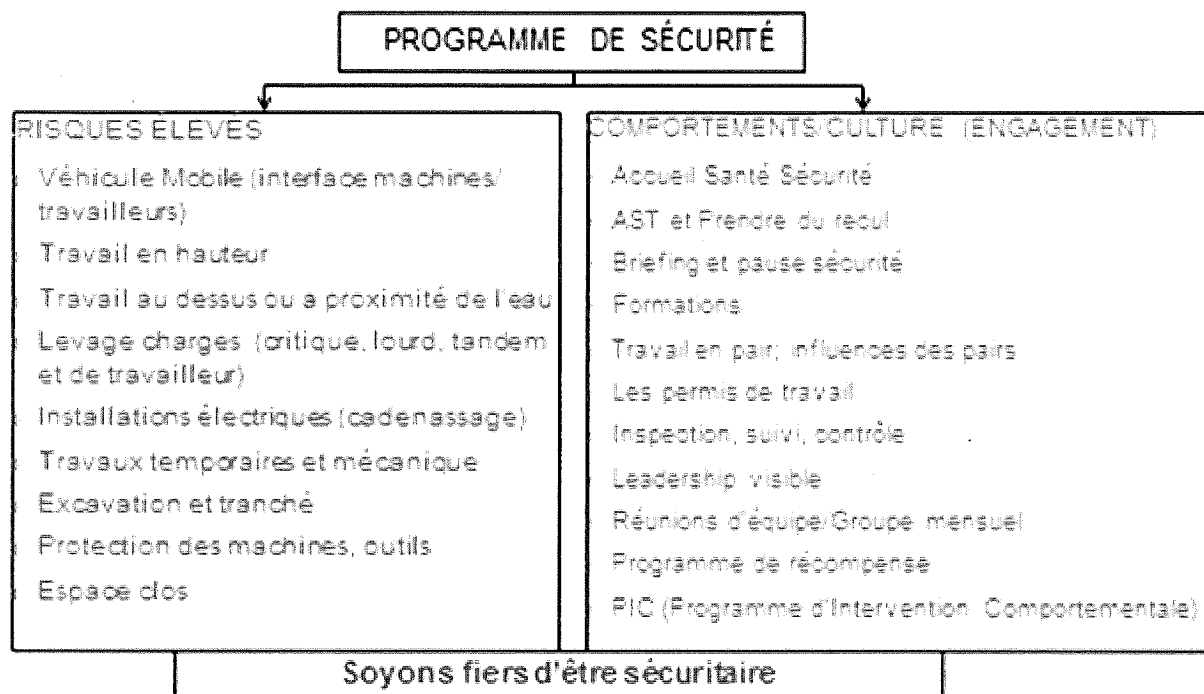
NBSL depuis le début du projet; 2,04 (fréquence d'incident)

Si on regarde notre chantier pour les fréquences depuis le début; (2,02 en 2015), (1,91 en 2016) et (2,16 jusqu'au 30 Nov. 2017) et en date depuis le début du projet (2,04 fréquences d'incident).

Voici les grandes lignes de notre système de gestion en Santé Sécurité;



PROTOCOLES ET MESURES DE SÉCURITÉ



Projet de corridor du nouveau port d'Orford

Nous avons un programme de Prévention qui est plus sévère que les lois (LSST; Lois sur la Santé et Sécurité du travail ainsi que le CSTC; Code de Sécurité pour les travaux de construction);

- Nous imposons qu'un travailleur soit en protection contre une chute lorsqu'il se retrouve à une hauteur de 1,8 m, en comparaison à la loi qui préconise 3 m.
- Nous préconisons des mesures de sécurité pour tous travailleurs qui se trouvent à moins de 3 m du bord de l'eau, en comparaison à la loi qui préconise 2 m
- Nous avons des plans de levage signé et scellé pour tout levage de travailleurs avec grue dans un panier; pas d'obligation de plan, seulement des obligations légales sur les grues elles-mêmes et les paniers.
- Inspection périodique des outils et équipements
- Système de permis de travail; levage critique, travaux à chaud, excavation, cadenassage (énergie Zéro), travaux sur l'eau
- Équipe spécialisée dédiée aux sauvetages marins en continu.

Audits SS;

-OHSAS 18001; à tous les ans par accréditation externe; nous avons réussi tous les ans

-Interne; à tous les mois

-corporatives des 4 partenaires; à tous les ans, réussis avec 94% en 2016 et 94% en 2017.

Participation des Syndicats;

-il y a trois représentants à la prévention des syndicats à temps plein au chantier (représentation par INTER, FTQ et SQC); ils représentent les intérêts des travailleurs en Santé sécurité; ils font la promotion de la SS auprès de leurs membres, voient à ce que le programme-cadre du maître d'œuvre soit respecté, participent aux différents comités de chantier en Santé Sécurité, sont en communication avec la CNESST et leur inspecteur.

CNESST; un inspecteur est attitré au projet;

-visite d'un inspecteur; en 2017; 13 visites, 12 en 2016 et 3 visites en 2015.

Visites des représentants SS des partenaires;

- En moyennes les représentants en santé-sécurité des différents partenaires visitent le Project 3 à 4 fois par an.

Formation en santé sécurité;

- En 2017; 110975 heures de formation; risques sur l'eau, cadnassage, espace clos, plateforme élévatrice, chariot élévateur...
- Depuis le début du projet; 22 560 heures de formation

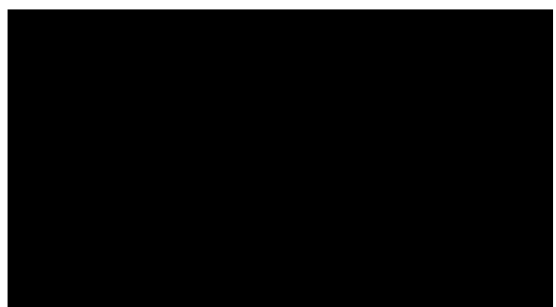
Salutations,

De : [REDACTED]
Envoyé : 10 décembre 2017 15:17

À [REDACTED]
Cc : Conde, Aly Damalaye (INFC); Cote, Chantale (INFC) [REDACTED]

Objet : RE: Safety info - Champlain Bridge

À toi pour confirmer la référence sur le 8.78 et clarifier les mécanismes de surveillance et de contrôle externes --- deux éléments requis pour la préparation de la rencontre du Ministre INFC avec le syndicat cédulée pour mardi après-midi. Une réponse dès lundi matin serait de mise.



De : Cote, Chantale (INFC) [mailto:chantale.cote@canada.ca]

Envoyé : 10 décembre 2017 09:32

À : 

Cc : Conde, Aly Damalaye (INFC); 

Objet : Re: Safety info - Champlain Bridge

Bonjour,

Merci bcp pour l'info. Je ne sais pas si Damalaye a eu l'occasion de faire un suivi avec vous mais nous aimerions avoir la référence sur le taux de 8.78.

De plus, nous avons reçu une question en fin de journée vendredi à savoir si il y a des mécanismes de surveillance et de contrôle externes de votre système de gestion de la SST et le cas échéant, quels sont-ils.

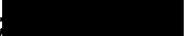
Merci à l'avance et bon dimanche

Chantale

De : 

Envoyé : jeudi 7 décembre 2017 20:23

À : Cote, Chantale (INFC)

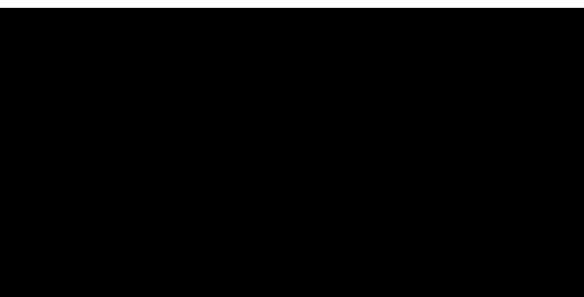
Cc : Conde, Aly Damalaye (INFC); 

Objet : RE: Safety info - Champlain Bridge

Chantale

Voici ce que j'ai qui pourrait vous aider.





De : Cote, Chantale (INFC) [mailto:chantale.cote@canada.ca]

Envoyé : 7 décembre 2017 19:51

À : 

Cc : Conde, Aly Damalaye (INFC)

Objet : Tr: Safety info - Champlain Bridge

Bonsoir [REDACTED]

Tél que discuté en fin de pm, voici le tableau des stats que nous avons compilées à partir des rapports mensuels pour répondre à différentes demandes.

N'hésite pas si tu as des commentaires à formuler ou si tu as d'autres stats à partager rapidement - nous devons faire cheminer une note tôt dans la journée demain (10:00).

Chantale

Concernant la comparaison de SSL par rapport à l'industrie, SSL mentionne ceci : *Depuis le début du projet du NPC, la fréquence d'incident est de **2.04** comparativement à **8.78** à l'échelle provinciale telle que rapportée par la plus récente statistique disponible de la CNESST pour l'année 2015.*

Le dernier rapport de la CNESST date effectivement de 2015. Ceci dit, nous avons vérifié dans le dernier rapport de la CNESST et nous n'avons pas trouvé le taux de 8.78. Il faudrait peut être demandé à SSL de nous envoyer le lien sur lequel ils ont trouvé ce taux.

Le taux de fréquence reflète le nombre d'accidents et de maladies professionnelles avec perte de temps et peut être calculé à l'aide de la formule suivante : **Taux de fréquence = Total des accidents avec pertes de temps x 200 000 / Nombre total des heures travaillées »**

TABLEAU # 1 : Réclamations et taux de fréquence du secteur construction de 2003 à 2015 basés sur les données de la CNESST et de la CCQ

Année	Réclamations			Décès			Dépenses immobilisations construction (en million \$)	Dépenses immobilisations R-20 (en million \$)	Dépenses immobilisations non R-20 (en million \$)	Heures R-20	Heures non R-20	Heures construction	Nombre travailleurs CCQ	Taux fréquence réclamations	Taux fréquence décès		
	Accident	Maladie	Total	Accident	Maladie	Total									Accident	Maladie	Total
2015	6 153	263	6 416	10	46	56	44 136	26 481,6	17 654,4	140 400 000	93 600 000	234 000 000	153 040	27	0,04	0,20	0,24
2014	6 550	321	6 871	15	36	51	45 062	27 037,2	18 024,8	149 400 000	99 600 000	249 000 000	157 703	28	0,06	0,14	0,20
2013	7 111	253	7 364	10	45	55	47 368	28 420,8	18 947,2	154 000 000	102 666 667	256 666 667	161 469	29	0,04	0,18	0,21
2012	7 537	272	7 809	15	49	64	48 679	29 207,4	19 471,6	165 016 000	110 010 667	275 026 667	163 314	28	0,05	0,18	0,23
2011	7 160	247	7 407	13	40	53	44 750	26 850	17 900	155 990 000	103 993 333	259 983 333	159 333	28	0,05	0,15	0,20
2010	7 065	310	7 375	16	36	52	42 315	25 389	16 926	143 870 000	95 913 333	239 783 333	152 740	31	0,07	0,15	0,22
2009	6 881	298	7 179	16	30	46	39 495	23 697	15 798	133 800 000	89 200 000	223 000 000	145 857	32	0,07	0,13	0,21
2008	7 342	273	7 615	14	25	39	38 710	23 226	15 484	137 100 000	91 400 000	228 500 000	144 991	33	0,06	0,11	0,17
2007	6 835	276	7 111	16	38	54	35 531	21 318,6	14 212,4	126 600 000	84 400 000	211 000 000	138 132	34	0,08	0,18	0,26
2006	7 990	305	8 295	20	19	39	31 759	19 055,4	12 703,6	124 000 000	82 666 667	206 666 667	134 080	40	0,10	0,09	0,19
2005	8 306	287	8 593	24	28	52	31 138	18 682,8	12 455,2	126 200 000	84 133 333	210 333 333	133 395	41	0,11	0,13	0,25
2004	8 662	267	8 929	10	22	32	30 553	18 331,8	12 221,2	122 400 000	81 600 000	204 000 000	128 411	44	0,05	0,11	0,16
2003	8 447	253	8 700	17	18	35	26 086	15 651,6	10 434,4	111 100 000	74 066 667	185 166 667	118 727	47	0,09	0,10	0,19

HYPOTHÈSES DU CALCUL DES HEURES NON R-20 POUR CALCULER LE TAUX DE FRÉQUENCE CONSTRUCTION R-20 ET NON R-20

Rapport annuel de gestion CCQ 2015 : activités assujetties à R-20 = 60 % de toutes les activités de construction

Dépenses immobilisations R-20 = 60 % x dépenses immobilisation construction

Dépenses immobilisations non R-20 = dépenses immobilisations construction - dépenses immobilisation R-20

Heures non R-20 = (dépenses immobilisations non R-20 x heures R-20) / dépenses immobilisation R-20

Heures construction = heures R-20 + heures non R-20

Calcul des taux de fréquence = (nombre de réclamations / nombre d'heures construction) X 1 000 000 heures = nombre de réclamations par million d'heures

Sources : statistiques annuelles CNESST et CCQ de 2003 à 2015

SCENARIO NOTE

**Meeting between
Minister of Infrastructure and Communities and
[REDACTED] the Conseil provincial du Québec des métiers de la construction**

Date/Time:	December 12, 2017 / 6:00 PM-6:30 PM
Location:	Centre Block, Rm 107-S
Subject:	Health and Safety concerns of the New Champlain Bridge Corridor Project workers
Participants:	<p>The Honourable Amarjeet Sohi, Minister of Infrastructure and Communities. [REDACTED] Staff to the Minister [REDACTED] Minister's Office [REDACTED] Minister's Office M. Marc Fortin, Associate Deputy Minister, Infrastructure Canada [REDACTED] the Conseil provincial du Québec des métiers de la construction. [REDACTED] Conseil provincial du Québec des métiers de la construction.</p>

Departmental Objectives

On December 12, 2017, you are scheduled to meet with [REDACTED] the Conseil provincial du Québec des métiers de la construction, the union that represents the majority of workers on the New Champlain Bridge Corridor Project. The union is worried about the negative impact of the Project schedule on the workers' Health and Safety. The meeting will provide an opportunity to listen to the union's representations and to reassure the union that no compromise will be accepted for the workers' Health and Safety because it is a priority for the Government of Canada.

Stakeholder Objectives

We understand that [REDACTED] would like the minister to postpone the New Champlain Bridge substantial completion contractual deadline of December 1, 2018. The union argument is that the workers are under pressure to work faster in order to catch up on lost time. For the union, working faster can negatively impact the Health and safety of the workers on site and the Quality of the Project.

Context/Overview

- SSL and Canada have agreed in principle to a series of measures to accelerate construction of the New Champlain Bridge. This is being done due to the project encountering delays that, without acceleration, would result in the bridge opening later than the substantial completion contractual deadline of December 1, 2018.

On December 4, 2017, different media articles reported that one year before the completion of the work on the new Champlain Bridge, the workers already had to make over 2000 repairs on key components of the bridge fabricated in Spain. Some media have also stated that the acceleration of construction activities could negatively impact the quality of the work, as well as increase the risk for the health and safety of the workers on site. The reports included quotes, reports and photos from six anonymous sources said to be working on the project. It is important to note that at the beginning of the prefabrication process in Spain, considering the transportation logistics involved and the fact that shipments leave at a frequency of about once per month, SSL had decided to

have the Spanish prefabrication plant send some of their first steel segments before the final inspection and repairs were performed on said segments. This meant that SSL was fully aware that elements would not be "final" upon arrival and would need to be inspected and repaired, if necessary, on site in Canada. SSL changed its approach after the first few elements were delivered and SSL decided to have the elements fully inspected, to the extent possible, repaired and signed-off on at the prefabrication plants in Spain prior to delivery. Some of the segments identified in the report that was the subject of news headlines were those elements that were not sent in their "final" state. SSL was fully aware that there would be defects on said elements that would need to be inspected, identified and repaired. The thorough inspection process on site allowed to detect a number of defects, which are described in the aforementioned report and which will be re-inspected once repaired prior to the completion date.

- On December 5, 2017, the Conseil provincial du Québec des métiers de la construction (International) sent you a letter requesting an urgent meeting with you and the Minister of Transport, Marc Garneau,

Points to Register

Occupational Health and Safety

- I am happy we can have this conversation around the Health and Safety of the workers.
- The Government of Canada is taking the union's concerns seriously because Health and Safety is our most important priority during the construction of the bridge.
- The Government of Canada's objective is to build a quality project in the safest way possible so the bridge can be delivered by December 2018.
- Health and Safety of workers is SSL's responsibility however it is important for me to hear and understand the workers concerns. My objective is to continue our collaborative dialogue with SSL in a spirit to continuously improve the Health and Safety of the workers.
- I understand that acceleration measures mostly target on site works, requiring more shifts day and night, more lines of work with appropriate monitoring.
- Accordingly, acceleration implies additional staff and more hours of work not trying to squeeze out more production and accelerate the pace during a given shift.
- *Can you please tell me exactly (1) what your concerns are with specific examples that would help me understand and (2) your proposed solutions to address them?*
- As part of the acceleration measures being implemented by SSL, the Quality Management System and the workers' Health and Safety are being closely monitored to ensure that acceleration does not impact the project quality and the workers' Health and Safety.
- The successful delivery of this major project depends on our ability to work together.

Quality

- As you know, the quality management of the New Champlain Bridge project is the responsibility of SSL.
- I understand that SSL undertakes extensive inspection and testing of construction to ensure the finished products achieve the required quality.
- I also understand that (1) Canada and the Independent Engineer (IE) monitor the activities of SSL to ensure they are performing in accordance with the Project Agreement and (2) all non-compliance reports opened by SSL and the IE are closely monitored and followed up on if we are not satisfied with how they are addressed.
- The Government of Canada objective is to build a quality project in the safest way possible so the bridge can be delivered by December 2018.
- As part of the acceleration measures being implemented by SSL, the Quality Management System and the workers' Health and Safety will be closely monitored to ensure that acceleration does not impact the project Quality and the workers' Health and Safety.
- The successful delivery of this major project depends on our ability to work together.

BACKGROUND

Occupational Health and Safety

- As per the Project Agreement (Contract) between Canada and SSL, occupational Health and Safety issues on the site of the New Champlain Bridge project is the responsibility of SSL.
- Section 19 of the Contract deals with health and safety matters and is clear to the effect that SSL is responsible at all times for the safety of all persons on the site.
- SSL has been recognized as the principal contractor on the site of the New Champlain Bridge Corridor Project by the *Commission des normes, de l'équité, de la santé et de la sécurité au travail du Québec* (CNESST). The Contract states that SSL must take all necessary steps to fulfill its obligations, functions and duties under the applicable Health and Safety Laws. SSL must ensure that all persons working on the site respect their obligations under the applicable Health and Safety laws.
- Since the start of the project SSL has prepared and implemented a prevention program which is required by law and complies with Good Industry Practice. According to the Contract SSL must implement and keep updated a project-specific safety management plan (Schedule 17, Section 3.6). This plan addresses the approaches to safety and implementation of SSL's responsibility for the Health and Safety of all persons working on the project and the general public.
- Canada is kept apprised by SSL of matters related to Health, Safety and prevention on the site via a monthly report on the progress of project work and through bi-weekly meetings where certain safety and security related matter are discussed.
- Since the beginning of the New Champlain Bridge Corridor Project, the incident frequency is **2.04** compared to **8.78** at the provincial level as reported by the most recent statistics available from the CNESST for the year 2015 (See attached Annex A for more detail on Health and Safety-Lead Indicators and Annex B for details with regards the Project Non-Compliance Report (NCR) since the beginning of the Project).
- SSL has a work site health and safety prevention program with higher standards than those of the *Loi sur la Santé et Sécurité du travail (LSST)* and the *Code de sécurité pour les travaux de construction (CSTC)*. For example :
 - SSL requires that a worker be in protection against a fall as soon as he finds himself at a height of 1.8 m compared to the law that advocates this protection at 3 m.
 - SSL targets safety measures for all workers who are less than 3 m from the water's edge compared to the law that advocates 2 m.
 - SSL has signed and sealed lifting plans for all lifting of workers with crane in a basket compared to the law which has no obligation to produce a plan but only legal obligations on the cranes themselves and the baskets.
 - SSL does periodic inspections of its tools and equipment.
 - SSL has specialized teams dedicated to continuous marine rescues

Health Security Audits:

- Occupational Health and Safety management system Standard (OHSAS 18001) Audit: SSL has been successful in obtaining this external accreditation every year.
- SSL does its own internal Audit every month.

- Corporate Audit conducted by the 4 partners of the Consortium every year. SSL was successful through these Audits with a respective score of 94% in 2016 and 94 % in 2017.

Union's participation:

- There are three full-time representatives of the unions at the site (represented by INTER, FTQ and SQC). They represent the workers' health and safety interests. They promote their member's health and safety and ensure that the health and safety plans are followed. In addition, the unions are actively participating to the different health and safety committee in place and they can communicate directly to the CNESST and CNESST's inspectors.

CNESST: An inspector is assigned to the Project.

- In 2017, there were 13 visits by an inspector.
- In 2016, there were 12 visits
- In 2015, there were 3 visits

Visits of health representatives Security partners (Consortium):

- On average, health and safety representatives of the various partners visit the Project Site 3 to 4 times a year.

Health and Safety Training

- Since the beginning of the project, SSL has given 22,560 hours of Health and Safety training.
- For 2017, 110975 hours of training has been given by SSL (risks on the water, working at heights, enclosed space, lifting platform, forklift, etc.).
- SSL is working with the unions and all the different teams on the site to continuously improve its Health and Safety systems. In November 2017, SSL held a Health and Safety Forum in order to take a note of the concerns and recommendations of the participants. SSL is developing an action Plan, which will be released soon.

Acceleration Measures and Occupational Health and Safety Concerns

- Acceleration measures mostly target on-site works, requiring more shifts day and night. Accordingly, acceleration implies additional staff and more hours of work, not trying to squeeze out more production.
- A review of SSL's safety indicators has shown that there is no correlation between the reported imminent dangers and the implementation of the acceleration measures since September 2017 where acceleration measures started to be implemented.
- This said, with respect to prefabricated piers segments, these works are now all completed, so acceleration will have no impact. With respect to the fabrication of steel elements in Spain, SSL does not need to implement acceleration measures as the works are now progressing well (it is expected that steel pier caps will be completed by the end of April 2018).

- Fabrication of the 599 steel box girders in Quebec is now almost completed so acceleration will not impact this work either.

Quality

- As per the Project Agreement ("PA") between Canada and SSL (the Private Partner, or "PP"), quality management of the New Champlain Bridge project is the responsibility of SSL. The PA describes in detail SSL's obligations, as well as the roles of the Independent Engineer (IE) and Canada in ensuring that SSL fulfills its contractual obligations.

Current Roles

SSL

- As SSL is responsible for quality under the PA, it undertakes a variety of activities to fulfil its obligation. It is required to certify the project management activities as ISO 9001 compliant, which ensures that appropriate systems and procedures are in place to ensure that quality is achieved. SSL also actively monitors construction, through two activities:
 - 1) Quality Control, where the construction teams with support of inspectors and testing laboratories carry out activities to ensure compliance; and
 - 2) Quality Assurance, where separate staff review the work of the construction teams.
- SSL undertakes extensive inspection and testing of construction to ensure the finished products achieve the required quality.
- Non-compliance reports are opened by SSL as required in order to ensure that both process irregularities and product deficiencies are corrected. Recurring irregularities, deficiencies, or non-compliance reports that are likely to reoccur unless process corrections are made, are addressed through a Correction Action Plan, which determines the root cause of the problems so that adjustments can be made.
- Moreover, the P3 nature of the project provides a strong incentive for SSL to ensure the project activities its quality objectives. As SSL will operate the project for 30 years once construction is complete, it will have to have to repair any defects and/or increase maintenance to accommodate any quality shortfalls. In addition, the PA requires the project to be handed over to Canada in good condition at the conclusion of the 30-year operating period. The PA further provides that an Independent Handback Engineer will inspect the works at that time.

Independent Engineer

- The Independent Engineer undertakes Quality Management System Audits, and Surveillance Quality Audits. The former are audits of SSL's management of the quality function, including checking to ensure they are compliant with their ISO 9001 Quality certification, while the latter are inspections of construction activities and finished products.
- The IE files reports on its activities, and opens NCRs as required. This includes inspections at fabrication plants in Quebec and in Spain.

Canada

- Canada monitors the activities of SSL and the IE, to ensure they are performing in accordance with the PA. This involves reviewing the Quality Documentation, including Quarterly Reports and similar system documents, but also involves monitoring of SSL's and the IE's construction inspection. In particular, Canada closely monitors all non-compliance reports opened by SSL and the IE, and follows up if it is not satisfied with how they are addressed.
- In addition, Canada monitors construction activities, using an Owner's Laboratory (OL), the Owner's Engineer (OE), and internal staff. Canada opens non-compliance reports as required to address concerns identified by these three parties.

**Pages 106 to 108
are withheld
pursuant to paragraph
s.20(1)(b)
of the *Access to Information Act***

**Les pages 106 à 108
font l'objet d'une exception totale
conformément aux dispositions de paragraphe
s.20(1)b)
de la *loi sur l'accès à l'information***

Tourigny, Eve (INFC)

De: Fortin3, Marc (INFC)
Envoyé: 5 décembre 2017 12:45
À: Martel, Josianne (INFC)
Cc: Bossé, Natalie (INFC); Cote, Chantale (INFC); Marchildon, Caroline (INFC); Hibbard, Shawn (INFC); Vachon, Kathryn (INFC); Laperle, Linda (INFC); Germain, Sylvie (INFC)
Objet: RE: URGENT POUR APPROBATION: Messages santé et sécurité (Délai: 12h50)

Ok, merci.

From: Martel, Josianne (INFC)
Sent: December 5, 2017 12:43 PM
To: Fortin3, Marc (INFC) <marc.fortin3@canada.ca>
Cc: Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Cote, Chantale (INFC) <chantale.cote@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>; Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>; Vachon, Kathryn (INFC) <kathryn.vachon@canada.ca>; Laperle, Linda (INFC) <linda.laperle@canada.ca>; Germain, Sylvie (INFC) <sylvie.germain@canada.ca>
Subject: URGENT POUR APPROBATION: Messages santé et sécurité (Délai: 12h50)
Importance: High

Bonjour Marc

Je t'envoie nos lignes médias approuvées par Natalie

J'ai aussi inclus les lignes de SSL.

L'entrevue du représentant syndical aura lieu à 13h à LCN.

Merci
Josianne

- La sécurité des travailleurs du chantier du corridor du nouveau pont Champlain est importante pour le gouvernement du Canada.
- Reconnu par la Commission des normes, de l'équité, de la santé et de la sécurité au travail du Québec (CNESST) comme étant le maître d'œuvre du chantier du nouveau pont Champlain, SSL est responsable d'appliquer son programme de prévention, santé et sécurité.
- Infrastructure Canada est tenu au courant par SSL de ce qui se passe en matière de prévention, santé et sécurité par le biais d'un rapport mensuel sur l'état d'avancement des travaux sur le chantier et par des rencontres bimensuelles ou certains enjeux de sécurité sont discutés.
- Le gouvernement du Canada appuie les mesures d'accélération mises en place par son partenaire SSL et l'objectif demeure de livrer le nouveau pont Champlain en décembre 2018 et ce, sans compromis sur la qualité des travaux et la santé et sécurité des travailleurs.

Lignes SSL :

- La santé et sécurité est plus qu'une priorité pour nous c'est une question de culture.
- Un incident qui arrive sur le chantier est un incident de trop.
- Nous sommes toujours à la recherche d'améliorer nos pratiques en matière de santé et sécurité, nous travaillons en ce sens avec les syndicats et l'ensemble des différentes équipes sur le chantier.

Josianne Martel

Conseillère en communication / Communication advisor
Nouveau pont Champlain / New Champlain Bridge
Infrastructure Canada
800 boulevard René-Levesque Ouest, 11^e étage
Tel : 514 283-2141
josianne.martel@canada.ca

Tourigny, Eve (INFC)

De: Tourigny, Eve (INFC)
Envoyé: 6 décembre 2017 09:08
À: Hibbard, Shawn (INFC)
Objet: RE: Urgent: QP TASKING: for December 6, 2017
Pièces jointes: QP Card - Champlain Bridge Dec 6.docx

As requested.

Eve

Eve Tourigny

Gestionnaire, Politiques
Corridor du Nouveau pont Champlain
Infrastructure Canada / Gouvernement du Canada
eve.tourigny@canada.ca / Tél. : 613-949-8189

Manager, Policy
New Champlain Bridge Corridor
Infrastructure Canada / Government of Canada
eve.tourigny@canada.ca / Tel: 613-949-8189

De : Hibbard, Shawn (INFC)
Envoyé : 6 décembre 2017 08:44
À : Tourigny, Eve (INFC) <eve.tourigny@canada.ca>
Objet : TR: Urgent: QP TASKING: for December 6, 2017
Importance : Haute

Pour ton action stp.

De : Reynolds3, Michael (INFC)
Envoyé : 6 décembre 2017 08:36
À : Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Cc : Cyr, Valerie (INFC) <valerie.cyr@canada.ca>
Objet : FW: Urgent: QP TASKING: for December 6, 2017
Importance : Haute

Hi Shawn,

This is an urgent QP card update.

Please send it to DGO asap.

Thanks!

Michael Reynolds
A/Special Advisor | Conseiller spécial p.i.
Major Bridges | Grands ponts
Infrastructure Canada | www.infc.gc.ca
613-946-7883

From: Jobin, Anne-Marie (INFC)

Sent: December 6, 2017 8:18 AM

To: Bossé, Natalie (INFC) <natalie.bosse@canada.ca>; Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>

Cc: Laperle, Linda (INFC) <linda.laperle@canada.ca>; Germain, Sylvie (INFC) <sylvie.germain@canada.ca>; Cyr, Valerie (INFC) <valerie.cyr@canada.ca>

Subject: Fw: Urgent: QP TASKING: for December 6, 2017

Importance: High

Michael, natalie
See urgent request to update this QP.
Due at 9:30 in admo.

Merci

Sent from my BlackBerry 10 smartphone on the Rogers network.

From: Fenrich, Julia (INFC) <julia.fenrich@canada.ca>

Sent: Wednesday, December 6, 2017 8:08 AM

To: INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC

Cc: Bédard, Rachelle (INFC); Mahdi, Nastassia (INFC); Powroz, Jen (INFC); Wronski, Michael (INFC); Vachon, Kathryn (INFC)

Subject: Urgent: QP TASKING: for December 6, 2017

Good morning Anne-Marie,

We have received an urgent PCO request to update the attached QP card. Please ensure that it addresses the article below (the union issue, not just construction) and that comms (cc'd) approve key messaging. The card is due by 9:45 a.m.

- **Infrastructure (OPS-ERDP) Pont Champlain** (<http://www.journaldemontreal.com/2017/12/05/une-rencontre-durgence-sur-le-pont-champlain>)

Thanks,

Julia

Th

CHAMPLAIN BRIDGE

- Our government is delivering on our commitment to build a new, toll-free Champlain Bridge
- As always, as we move forward with the project, safety is our top priority, including the safety of workers.
- Safety of both the public and the workers is our main consideration but we are also considering durability, quality and impacts on the Montreal area.
- We are looking into all options with regards to the project and will take the best decision for Canadians.

PONT CHAMPLAIN

- Le gouvernement respecte son engagement, soit de construire un nouveau pont Champlain sans péages.
- Alors que nous mettons en place des mesures pour respecter l'échéancier ambitieux de construction, la qualité de l'infrastructure demeure notre priorité absolue.
- Sur un chantier de l'ampleur du nouveau pont Champlain, des défis techniques pourraient inévitablement s'imposer.
- Chaque matériau défectueux est corrigé avant que les pièces soient assemblées.
- Nous sommes déterminés à livrer un pont de qualité avec une durée de vie de 125 ans.

BACKGROUND:

- On December 6, 2017, the Journal de Montréal published an article stating that the Minister of Infrastructure will meet with the unions and the Private Partner of the New Champlain Bridge Project to discuss the schedule of the project and the concerns of the unions with regards to the acceleration measures and how they may impact safety of the workers.
- On December 4, 2017, the Journal de Montréal published an article stating that there have been over 2000 problems with components being manufactured for the New Champlain Bridge. According to the newspaper, some of these issues are significant. Most of the issues were on components manufactured by Tecade, a firm located in Spain.
- Signature on the St. Lawrence (SSL) has a stringent quality control system in place to ensure quality and durability of the New Champlain Bridge.
- The contract between SSL and Infrastructure Canada governs the identification and tracking of these, until their resolution. When an irregularity is raised, the only focus is on correcting the situation so that the permanent works conform to the technical specifications and contract.
- It is important to understand that in addition to the comprehensive quality management system that SSL has in place, this mechanism is also reviewed by both the Owner's Engineer and the Independent Engineer.
- Together, this rigorous oversight, which includes review by the Owner's Engineer, the Crown's laboratory, and the Independent Engineer, ensures that all prefabricated components and construction work meet the quality requirements as set out in the project agreement between the Government of Canada and SSL.

Shelly Haidon

ERDP

613-952-4922

1/3/2018 1:19 PM

Tourigny, Eve (INFC)

De: Conde, Aly Damalaye (INFC)
Envoyé: 8 décembre 2017 15:16
À: Hibbard, Shawn (INFC)
Cc: Tourigny, Eve (INFC); Auger Bouchard, Marie-Claude (INFC)
Objet: RE: FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure
Pièces jointes: Qs As template_Decembre.doc

Salut Shawn,
Tel que demandé.
Merci,
Damalaye

De : Hibbard, Shawn (INFC)
Envoyé : 8 décembre 2017 09:29
À : Conde, Aly Damalaye (INFC) <alydamalaye.conde@canada.ca>
Cc : Cote, Chantale (INFC) <chantale.cote@canada.ca>; Tourigny, Eve (INFC) <eve.tourigny@canada.ca>; Auger Bouchard, Marie-Claude (INFC) <marie-claude.augerbouchard@canada.ca>
Objet : TR: FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure

Salut Damalaye,

Pour ton action stp.

Eve peut t'aider.

Merci
Shawn

De : Reynolds3, Michael (INFC)
Envoyé : 8 décembre 2017 08:48
À : Hibbard, Shawn (INFC) <shawn.hibbard@canada.ca>
Cc : Cyr, Valerie (INFC) <valerie.cyr@canada.ca>
Objet : FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure

Hi Shawn,

We have been asked to prepare some Q's and A's for the "Late Show" question below regarding safety, delivery date of the project etc.

The Qs and As are needed by Monday in ADMO so if we could have a draft early Monday morning that would be great.

Thanks!

Michael Reynolds
A/Special Advisor | Conseiller spécial p.i.

From: Jobin, Anne-Marie (INFC)
Sent: December 7, 2017 3:50 PM
To: Reynolds3, Michael (INFC) <michael.reynolds3@canada.ca>; Bossé, Natalie (INFC) <natalie.bosse@canada.ca>
Cc: Cyr, Valerie (INFC) <valerie.cyr@canada.ca>; Germain, Sylvie (INFC) <sylvie.germain@canada.ca>; Laperle, Linda (INFC) <linda.laperle@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Wronski, Michael (INFC) <michael.wronski@canada.ca>
Subject: FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure

Michael, Natalie,

Please see below urgent question for a late show.

Comms will prepare the speeches but please prepare the Qs and As and have them review by Comms before sending to ADMO for ADM's approval.

Please send your DG approved Qs and As in French and English by 10 am on Monday December 11th.

Merci
Anne-MARie

From: Mahdi, Nastassia (INFC)
Sent: December 7, 2017 3:45 PM
To: INFC.O PO.ADMO.Users/Utilisateurs.OP.BSMA O.INFC <INFC.PO.ADMO.Users-Utilisateurs.OP.BSMA.INFC@canada.ca>
Cc: Jobin, Anne-Marie (INFC) <anne-marie.jobin@canada.ca>; Laperle, Linda (INFC) <linda.laperle@canada.ca>; Germain, Sylvie (INFC) <sylvie.germain@canada.ca>; Dwivedi, Garima (INFC) <garima.dwivedi@canada.ca>; Bédard, Rachelle (INFC) <rachelle.bedard@canada.ca>; Fenrich, Julia (INFC) <julia.fenrich@canada.ca>; Wronski, Michael (INFC) <michael.wronski@canada.ca>; Powroz, Jen (INFC) <jen.powroz@canada.ca>; Marchildon, Caroline (INFC) <caroline.marchildon@canada.ca>
Subject: FOR ACTION: LATE SHOW - Joël Godin (Portneuf—Jacques-Cartier, CPC): Infrastructure

Allo Anne-Marie,

During Question Period on December 6, 2017, Joël Godin (Portneuf—Jacques-Cartier, CPC) asked a question regarding Infrastructure – the Champlain Bridge.

As a follow-up to the question, he gave notice of his intent to raise the issue during a future adjournment proceeding (commonly known as a Late Show). Please see below.

The following material is required from POB (template attached):

- Qs and As in English and French - **ADM-approved**

NOTICE/AVIS

Godin, Joël (CPC)

Hansard, 06/12/2017, p. 16099
Infrastructure

Mr. Joël Godin (Portneuf—Jacques-Cartier, CPC): Mr. Speaker, the new Champlain Bridge is at risk, and many of the parts being used are defective. Can the Minister of Infrastructure ensure that starting now, this construction site will be subject to extremely rigorous oversight by his department?

The department must protect worker safety at all times, control the quality of the parts being used, and make sure that the new bridge will last into the next century.

Will the minister pledge to deliver the Champlain Bridge on budget and on time, without compromising safety?

[English]

Hon. Amarjeet Sohi (Minister of Infrastructure and Communities, Lib.): Mr. Speaker, our government is delivering on our commitment to build a new toll-free Champlain Bridge. As we move forward the acceleration measures to meet the ambitious construction timeline, the quality of construction is our top priority.

On a project of this size, some technical challenges can inevitably arise. All defective material is corrected before the pieces are assembled. We are committed to delivering a quality bridge that will last 125 years.

M. Joël Godin (Portneuf—Jacques-Cartier, PCC): Monsieur le Président, le nouveau pont Champlain est à risque et de nombreuses pièces utilisées sont non conformes. Le ministre des Infrastructures peut-il s'assurer qu'à compter de maintenant ce chantier sera suivi avec une rigueur exemplaire par son ministère?

Il doit en tout temps protéger la sécurité des travailleurs, contrôler la qualité des produits utilisés et s'assurer que le nouveau pont durera jusqu'au prochain siècle.

Le ministre s'engage-t-il à livrer le pont Champlain sans dépassement de coûts, en respectant l'échéance et sans diminuer la sécurité?

[Traduction]

L'hon. Amarjeet Sohi (ministre de l'Infrastructure et des

Collectivités, Lib.): Monsieur le Président, le gouvernement tient sa promesse de construire un nouveau pont Champlain et d'en faire un pont sans péage. Bien que nous prenions des mesures pour accélérer les travaux afin de respecter l'ambitieux calendrier de construction, la qualité de ces travaux demeure notre priorité absolue.

Dans un projet de cette ampleur, les difficultés techniques surviennent inévitablement. Toute défectuosité des matériaux est corrigée avant l'assemblage des pièces. Nous sommes résolus à construire un pont de qualité qui durera 125 ans.

This material is due to Parliamentary Affairs by noon on Monday December 11, 2017. However, should we receive notice that this will be debated before Monday, please be prepared to provide the material earlier.

Please do not hesitate to contact me should you have any questions.

Thank you,

Nastassia Mahdi

Parliamentary Affairs Officer/Agente des affaires parlementaires
Infrastructure Canada

nastassia.mahdi@canada.ca

Telephone | Téléphone 613-948-3283

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QUESTIONS AND ANSWERS

Late Show – MP

Q1: Question?

A1: Answer

Q2:

A2:

Q3.

A3.

Q4.

A4.

Q5.

A5.

QUESTIONS AND ANSWERS

Late Show – MP

Q1: Can the Minister of Infrastructure ensure that the New Champlain bridge construction site will be subject to extremely rigorous oversight by his department?

A1: Our government is delivering on our commitment to build a new, toll-free Champlain Bridge

As always, as we move forward with the project, safety is our top priority, including the safety of workers. Safety of both the public and the workers is our main consideration but we are also considering durability, quality and impacts on the Montreal area. We are looking into all options with regards to the project and will take the best decision for Canadians.

Q2: What measures do you have in place to guarantee the project Quality?

A2: Extensive inspection and testing of construction are in place to ensure that the finished products achieve the required quality. The Government of Canada and the New Champlain Bridge Independent Engineer monitor the activities of the Project Private Partner to ensure that they are performing in accordance with the Project Agreement.

Furthermore, all non-compliance reports opened by the Private Partner and the Independent Engineer are closely monitored and followed up if we are not satisfied with how they are addressed. We are committed to delivering a quality bridge that will last 125 years.

Q3. Does the minister care about the workers' Health and Safety?

A3: No compromise will be accepted for the workers' Health and Safety because it is a priority for the Government of Canada.

I recently met (or will meet, (the meeting is Tuesday)) with the Unions to hear and understand the workers concerns. Our objective is to continue the collaborative dialogue with the project Private Partner, responsible of the project health and safety, and the workers in a spirit to continuously improve the Health and Safety of the workers.

Q4. Can the minister guarantee that the New Champlain Bridge will be delivered on time?

A4. Mr. Speaker, our government is delivering on our commitment to build a new toll-free Champlain Bridge. As we move forward the acceleration measures to meet the ambitious construction timeline, the quality of construction and the workers health and safety are our top priorities. On a project of this size, some challenges can inevitably arise. All defective material is corrected before the pieces are assembled. We are committed to delivering a quality bridge that will last 125 years. We are looking into all options with regards to the project and will take the best decision for Canadians.

Q5.

A5.

**PROTECTED B****SCENARIO NOTE**

**Meeting between
Minister of Infrastructure and Communities and
President of the Conseil provincial du Québec des métiers de la construction
And Fédération des travailleurs et travailleuses du Québec**

Date/Time:	December 12, 2017 / 6:00 PM-6:45 PM & December 13, 2017 / 3:30-4:15 PM
Location:	Centre Block, Rm 107-S & Confederation Building, Rm 707
Subject:	Health and Safety concerns of the New Champlain Bridge Corridor Project workers
Participants:	<p>Meeting #1: The Honourable Amarjeet Sohi, Minister of Infrastructure and Communities. [REDACTED] Staff to the Minister [REDACTED] Minister's Office [REDACTED] Minister's Office M. Marc Fortin, Associate Deputy Minister, Infrastructure Canada [REDACTED] the Conseil provincial du Québec des métiers de la construction. [REDACTED] Conseil provincial du Québec des métiers de la construction.</p> <p>Meeting #2 : The Honourable Amarjeet Sohi, Minister of Infrastructure and Communities. [REDACTED] M. Marc Fortin, Associate Deputy Minister, Infrastructure Canada M. Marc Miller, Parliamentary Secretary Caitlin Szymberski, Assistant to the Parliamentary Secretary [REDACTED] Fédération des travailleurs et travailleuses du Québec [REDACTED] Fédération des travailleurs et travailleuses du Québec [REDACTED] Fédération des travailleurs et travailleuses du Québec</p>
<p>Departmental Objectives</p> <p>On December 12, 2017, you are scheduled to meet with [REDACTED] the Conseil provincial du Québec des métiers de la construction, the union that represents the majority of workers on the New Champlain Bridge Corridor Project. The union is worried about the negative impact of the Project schedule on the workers' Health and Safety. The meeting will provide an opportunity to listen to the union's representations and to reassure the union that no compromise will be accepted for the workers' Health and Safety, and that this is a priority for the Government of Canada.</p> <p>Stakeholder Objectives</p>	

We understand that [REDACTED] may ask you to postpone the New Champlain Bridge substantial completion contractual deadline of December 1, 2018. The union argument is that the workers are under pressure to work faster in order to catch up on lost time. For the union, project acceleration is seen as negatively impacting the Health and Safety of the workers on site, and the Quality of the Project.

Context/Overview

- SSL and Canada have agreed in principle to a series of measures to accelerate construction of the New Champlain Bridge. This is being done due to the project encountering delays that, without acceleration, would result in the bridge opening later than the substantial completion contractual deadline of December 1, 2018.
- On December 5, 2017, the Conseil provincial du Québec des métiers de la construction (International) sent you a letter requesting an urgent meeting with you and the Minister of Transport, Marc Garneau, [REDACTED]
- As per the Project Agreement (Contract) between Canada and SSL, occupational Health and Safety issues on the site of the New Champlain Bridge project is the responsibility of SSL.
- Canada is kept apprised by SSL of matters related to Health, Safety and prevention on the site via a monthly report on the progress of project work and through bi-weekly meetings where certain safety and security related matter are discussed.

Points to Register

Occupational Health and Safety

- I am happy we can have this conversation around the Health and Safety of the workers.
- The Government of Canada is taking the union's concerns seriously because Health and Safety is our most important priority during the construction of the bridge.
- The Government of Canada's objective is to build a quality project in the safest way possible so the bridge can be delivered by December 2018.
- Health and Safety of workers is SSL's responsibility however it is important for me to hear and understand the workers concerns. My objective is to continue our collaborative dialogue with SSL in a spirit to continuously improve the Health and Safety of the workers.
- I understand that acceleration measures mostly target on site works, requiring more shifts day and night, more lines of work with appropriate monitoring.
- Accordingly, acceleration implies additional staff and more hours of work not trying to squeeze out more production and accelerate the pace during a given shift.

- *Can you please tell me exactly (1) what your concerns are with specific examples that would help me understand and (2) your proposed solutions to address them?*
- As part of the acceleration measures being implemented by SSL, the Quality Management System and the workers' Health and Safety are being closely monitored to ensure that acceleration does not impact the project quality and the workers' Health and Safety.
- The successful delivery of this major project depends on our ability to work together.

Quality

- As you know, the quality management of the New Champlain Bridge project is the responsibility of SSL.
- I understand that SSL undertakes extensive inspection and testing of construction to ensure the finished products achieve the required quality.
- I also understand that (1) Canada and the Independent Engineer (IE) monitor the activities of SSL to ensure they are performing in accordance with the Project Agreement and (2) all non-compliance reports opened by SSL and the IE are closely monitored and followed up on if we are not satisfied with how they are addressed.
- The Government of Canada objective is to build a quality project in the safest way possible so the bridge can be delivered by December 2018.
- As part of the acceleration measures being implemented by SSL, the Quality Management System and the workers' Health and Safety will be closely monitored to ensure that acceleration does not impact the project Quality and the workers' Health and Safety.
- The successful delivery of this major project depends on our ability to work together.

Annexes:

Annex A Background on Occupational Health and Safety, and on Quality

Annex B

Annex C





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SCENARIO NOTE

Meeting between Minister of Infrastructure and Communities and President of the Conseil provincial du Québec des métiers de la construction

Date/Time:	December 12, 2017 / 6:00 PM-6:30 PM
Location:	Centre Block, Rm 107-S
Subject:	Health and Safety concerns of the New Champlain Bridge Corridor Project workers
Participants:	The Honourable Amarjeet Sohi, Minister of Infrastructure and Communities. [REDACTED] Staff to the Minister [REDACTED] Minister's Office [REDACTED] Minister's Office M. Marc Fortin, Associate Deputy Minister, Infrastructure Canada [REDACTED] the Conseil provincial du Québec des métiers de la construction. [REDACTED] Conseil provincial du Québec des métiers de la construction.

Departmental Objectives

On December 12, 2017, you are scheduled to meet with [REDACTED] the Conseil provincial du Québec des métiers de la construction, the union that represents the majority of workers on the New Champlain Bridge Corridor Project. The union is worried about the negative impact of the Project schedule on the workers' Health and Safety. The meeting will provide an opportunity to listen to the union's representations and to reassure the union that no compromise will be accepted for the workers' Health and Safety, and that this is a priority for the Government of Canada.

Stakeholder Objectives

We understand that [REDACTED] may ask you to postpone the New Champlain Bridge substantial completion contractual deadline of December 1, 2018. The union argument is that the workers are under pressure to work faster in order to catch up on lost time. For the union, project acceleration is seen as negatively impacting the Health and safety of the workers on site, and the Quality of the Project.

Context/Overview

- SSL and Canada have agreed in principle to a series of measures to accelerate construction of the New Champlain Bridge. This is being done due to the project encountering delays that, without acceleration, would result in the bridge opening later than the substantial completion contractual deadline of December 1, 2018.
- On December 5, 2017, the Conseil provincial du Québec des métiers de la construction (International) sent you a letter requesting an urgent meeting with you and the Minister of

Transport, Marc Garneau,

- As per the Project Agreement (Contract) between Canada and SSL, occupational Health and Safety issues on the site of the New Champlain Bridge project is the responsibility of SSL.
- Canada is kept apprised by SSL of matters related to Health, Safety and prevention on the site via a monthly report on the progress of project work and through bi-weekly meetings where certain safety and security related matter are discussed.

Points to Register

Occupational Health and Safety

- I am happy we can have this conversation around the Health and Safety of the workers.
- The Government of Canada is taking the union's concerns seriously because Health and Safety is our most important priority during the construction of the bridge.
- The Government of Canada's objective is to build a quality project in the safest way possible so the bridge can be delivered by December 2018.
- Health and Safety of workers is SSL's responsibility however it is important for me to hear and understand the workers concerns. My objective is to continue our collaborative dialogue with SSL in a spirit to continuously improve the Health and Safety of the workers.
- I understand that acceleration measures mostly target on site works, requiring more shifts day and night, more lines of work with appropriate monitoring.
- Accordingly, acceleration implies additional staff and more hours of work not trying to squeeze out more production and accelerate the pace during a given shift.
- *Can you please tell me exactly (1) what your concerns are with specific examples that would help me understand and (2) your proposed solutions to address them?*
- As part of the acceleration measures being implemented by SSL, the Quality Management System and the workers' Health and Safety are being closely monitored to ensure that acceleration does not impact the project quality and the workers' Health and Safety.
- The successful delivery of this major project depends on our ability to work together.

Quality

- As you know, the quality management of the New Champlain Bridge project is the responsibility of SSL.

- I understand that SSL undertakes extensive inspection and testing of construction to ensure the finished products achieve the required quality.
- I also understand that (1) Canada and the Independent Engineer (IE) monitor the activities of SSL to ensure they are performing in accordance with the Project Agreement and (2) all non-compliance reports opened by SSL and the IE are closely monitored and followed up on if we are not satisfied with how they are addressed.
- The Government of Canada objective is to build a quality project in the safest way possible so the bridge can be delivered by December 2018.
- As part of the acceleration measures being implemented by SSL, the Quality Management System and the workers' Health and Safety will be closely monitored to ensure that acceleration does not impact the project Quality and the workers' Health and Safety.
- The successful delivery of this major project depends on our ability to work together.

Annexes:

Annex A Background on Occupational Health and Safety, and on Quality

Annex B [REDACTED]

Annex C [REDACTED]

BACKGROUND ON OCCUPATIONAL HEALTH AND SAFETY, AND ON QUALITY

Occupational Health and Safety

- As per the Project Agreement (Contract) between Canada and SSL, occupational Health and Safety issues on the site of the New Champlain Bridge project is the responsibility of SSL.
- Section 19 of the Contract deals with health and safety matters and is clear to the effect that SSL is responsible at all times for the safety of all persons on the site.
- SSL has been recognized as the principal contractor on the site of the New Champlain Bridge Corridor Project by the *Commission des normes, de l'équité, de la santé et de la sécurité au travail du Québec* (CNESST). The Contract states that SSL must take all necessary steps to fulfill its obligations, functions and duties under the applicable Health and Safety Laws. SSL must ensure that all persons working on the site respect their obligations under the applicable Health and Safety laws.
- Since the start of the project SSL has prepared and implemented a prevention program which is required by law and complies with Good Industry Practice. According to the Contract SSL must implement and keep updated a project-specific safety management plan (Schedule 17, Section 3.6). This plan addresses the approaches to safety and implementation of SSL's responsibility for the Health and Safety of all persons working on the project and the general public.
- Infrastructure Canada is kept apprised by SSL of matters related to Health, Safety and prevention on the site via a monthly report on the progress of project work and through bi-weekly meetings where certain safety and security related matter are discussed.
- Since the beginning of the New Champlain Bridge Corridor Project, the incident frequency is **2.04** compared to **8.78** at the provincial level as reported by the most recent statistics available from the CNESST for the year 2015 (See attached Annex A for more detail on Health and Safety-Lead Indicators).
- SSL is working with the unions and all the different teams on the site to improve its Health and Safety systems. In November 2017, SSL held a Health and Safety Forum in order to take a note of the concerns and recommendations of the participants. From this Forum SSL is developing an action Plan, which will be released soon.

Acceleration Measures and Occupational Health and Safety Concerns

- Acceleration measures mostly target on-site works, requiring more shifts day and night. Accordingly, acceleration implies additional staff and more hours of work, not trying to squeeze out more production.

- A review of SSL's safety indicators has shown that there is no correlation between the reported imminent dangers and the implementation of the acceleration measures since September 2017 where acceleration measures, requested by Canada, started to be implemented.
- With respect to prefabricated piers segments, these works are now all completed, so acceleration will have no impact. With respect to the fabrication of steel elements in Spain, SSL indicates that it has not implemented acceleration measures as the works are now progressing well (it is expected that steel pier caps will be completed by the end of April 2018).
- Fabrication of the 599 steel box girders in Quebec is now almost completed so acceleration will not impact this work either.

Quality – Roles and Responsibilities

- As per the Project Agreement ("PA") between Canada and SSL (the Private Partner, or "PP"), quality management of the New Champlain Bridge project is the responsibility of SSL. The PA describes in detail SSL's obligations, as well as the roles of the Independent Engineer (IE) and Canada in ensuring that SSL fulfills its contractual obligations.
- On December 4, 2017, different media articles reported that one year before the completion of the work on the new Champlain Bridge, the workers already had to make over 2000 repairs on key components of the bridge fabricated in Spain. Some media have also stated that the acceleration of construction activities could negatively impact the quality of the work, as well as increase the risk for the health and safety of the workers on site. The reports included quotes, reports and photos from six anonymous sources said to be working on the project. It is important to note that at the beginning of the prefabrication process in Spain, considering the transportation logistics involved and the fact that shipments leave at a frequency of about once per month, SSL had decided to have the Spanish prefabrication plant send some of their first steel segments before the final inspection and repairs were performed on said segments.
- This meant that SSL was fully aware that elements would not be "final" upon arrival and would need to be inspected and repaired, if necessary, on site in Canada. SSL changed its approach after the first few elements were delivered and decided to have the elements fully inspected, to the extent possible, repaired and signed-off on at the prefabrication plants in Spain prior to delivery. Some of the segments identified in the report that was the subject of news headlines were those elements that were sent not in their "final" state. SSL was fully aware that there would be defects on said elements that would need to be inspected, identified and repaired.

SSL

- As SSL is responsible for quality under the PA, it undertakes a variety of activities to fulfil its obligation. It is required to certify the project management activities as ISO 9001 compliant, which ensures that appropriate systems and procedures are in place to ensure that quality is achieved. SSL also actively monitors construction, through two activities:

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- 1) Quality Control, where the construction teams with support of inspectors and testing laboratories carry out activities to ensure compliance; and
 - 2) Quality Assurance, where separate staff review the work of the construction teams.
- SSL undertakes extensive inspection and testing of construction to ensure the finished products achieve the required quality.
 - Non-compliance reports [REDACTED] are opened by SSL as required in order to ensure that both process irregularities and product deficiencies are corrected. Recurring irregularities, deficiencies, or non-compliance reports that are likely to reoccur unless process corrections are made, are addressed through a Correction Action Plan, which determines the root cause of the problems so that adjustments can be made.
 - Moreover, the P3 nature of the project provides a strong incentive for SSL to ensure the project activities its quality objectives. As SSL will operate the project for 30 years once construction is complete, it will have to have to repair any defects and/or increase maintenance to accommodate any quality shortfalls. In addition, the PA requires the project to be handed over to Canada in good condition at the conclusion of the 30-year operating period. The PA further provides that an Independent Handback Engineer will inspect the works at that time.

Independent Engineer

- The Independent Engineer undertakes Quality Management System Audits, and Surveillance Quality Audits. The former are audits of SSL's management of the quality function, including checking to ensure they are compliant with their ISO 9001 Quality certification, while the latter are inspections of construction activities and finished products.
- The IE files reports on its activities, and opens NCRs as required. This includes inspections at fabrication plants in Quebec and in Spain.

Canada

- Canada monitors the activities of SSL and the IE, to ensure they are performing in accordance with the PA. This involves reviewing the Quality Documentation, including Quarterly Reports and similar system documents, but also involves monitoring of SSL's and the IE's construction inspection. In particular, Canada closely monitors all non-compliance reports opened by SSL and the IE, and follows up if it is not satisfied with how they are addressed.
- In addition, Canada monitors construction activities, using an Owner's Laboratory (OL), the Owner's Engineer (OE), and internal staff. Canada opens non-compliance reports as required to address concerns identified by these three parties.

**Pages 132 to 133
are withheld
pursuant to paragraph
s.20(1)(b)
of the *Access to Information Act***

**Les pages 132 à 133
font l'objet d'une exception totale
conformément aux dispositions de paragraphe
s.20(1)b)
de la *loi sur l'accès à l'information***

Tourigny, Eve (INFC)

De: Cote, Chantale (INFC)
Envoyé: 6 décembre 2017 10:18
À: Hibbard, Shawn (INFC); Danie Belisle; Thibodeau, Josée (Ext.)
Objet: TR: lettre du syndicat
Pièces jointes: DQTItAFU8AAfdPF.jpg

PVI

De : Cote, Chantale (INFC)
Envoyé : 6 décembre 2017 08:09
À : Bossé, Natalie (INFC) <natalie.bosse@canada.ca>
Objet : Tr: lettre du syndicat

A discuter. SSL pourrait soulever ce point demain.

Envoyé de mon smartphone BlackBerry 10 sur le réseau Rogers.

De: [REDACTED]
Envoyé: mardi 5 décembre 2017 23:08
À: Cote, Chantale (INFC)
Objet: TR: lettre du syndicat

Chantale

Voici la lettre [REDACTED]
[REDACTED] Pour discussion.

[REDACTED]

[REDACTED]

De : [REDACTED]
Envoyé : 5 décembre 2017 15:04
À : [REDACTED]
Objet : lettre du syndicat

[REDACTED]

**Pages 135 to 136
are withheld
pursuant to paragraph
s.20(1)(b)
of the *Access to Information Act***

**Les pages 135 à 136
font l'objet d'une exception totale
conformément aux dispositions de paragraphe
s.20(1)b)
de la *loi sur l'accès à l'information***